



# 2018 CSR REPORT



LE GROUPE LA POSTE

# CSR REPORT 2018

The CSR report can be viewed and downloaded on the website [www.groupelaposte.com](http://www.groupelaposte.com).

This document is a free translation from French into English and has no other value than an informative one. All possible care has been taken to ensure that this translation is an accurate presentation of the original.

Should there be any difference between the French and the English version, only the text in French language shall be deemed authentic and considered as expressing the exact information published by Le Groupe La Poste.

Le Groupe La Poste's response to the information required pursuant to Decree No. 2017-1265 of 9 August 2017 implementing Order No. 2017-1180 of 19 July 2017 on the publication of non-financial information by certain major companies and groups is available in the 2018 registration document pages 486-504.

For more information on La Banque Postale and DPDgroup visit the following websites: [www.labanquepostale.com](http://www.labanquepostale.com) and [www.dpd.com](http://www.dpd.com).

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# “Le Groupe La Poste is committed to addressing societal challenges”

**Philippe Wahl,**  
Le Groupe La Poste’s Chairman and Chief Executive Officer

**Responsibility is an opportunity for transformation**

Our vision is to be a leading, people-centred local services company for everyone, everywhere, every day, which gives us a particular responsibility.

The challenges are daunting: environmental transition, the risks and opportunities of digital and the need for stronger social and regional cohesion. Le Groupe La Poste is committed to taking action for a more sustainable world.

Social engagement has been a big part of our story throughout the Group’s history. We have consistently innovated to keep pace with far-reaching transformations and not leave anybody by the wayside. This commitment is an integral part of our public interest mission. Helping to shape tomorrow’s world means adapting to meet our customers’ changing usage patterns and imagining solutions for society’s needs. Social engagement is not just part of being a good corporate citizen, but also helps to drive the Group’s transformation.

We made the decision to concentrate all our energy and efforts around three big transition challenges: protecting social and regional cohesion, responsible and ethical digital services and accelerating environmental transitions.

### Le Groupe La Poste working proactively

We work proactively to tackle sustainability and environmental transitions. All the energy supplying our real estate portfolio is from renewable sources. By cutting our greenhouse gas emissions by 20% from where they were in 2013, we met the target set for 2020 in 2018. But, showing example is not enough. We have also continued to pioneer new approaches to drive change. Agreements were signed with 15 metropolitan areas for low-energy, efficient urban logistics. The Group was the first postal operator in the world to issue a green bond. The success of the issue raised €500 million to finance the transition to greener solutions, including our fleet of electric vehicles (already one of the largest in the world), reducing the energy footprint of our building stock and our projects to generate renewable energy. These initiatives and their results have been welcomed by non-financial rating agencies. The only postal operator to be rated A by the CDP<sup>(1)</sup>, we join the ranks of the 126 global leaders for environmental performance. La Banque Postale stands out for its commitment to becoming the first mainstream asset manager to become 100% SRI-focused by 2020, and which has recently launched its own successful green bond issue.

Le Groupe La Poste acts to support the regions: we granted €13.4 billion in loans to more than 3,200 local public sector actors, making us the leading partner for local authority financing. Our support for social innovation is based on a broad range of partnerships with the social and solidarity-based economy. 318 tie-up agreements were signed with voluntary organisations and groups in urban priority neighbourhoods. 80,000 people passed through the doors of our public service areas for help with digital mediation especially.

We continued to roll out our responsible and ethical digital services. All managers received training in data protection, which is now part of the oath taken by postal employees (along with mail secrecy). Take-up of new digital services hit a new milestone with more than 3 million users of digital vaults and Digiposte+ mobile apps.

### Postmen and women: agents and beneficiaries of the Group's growth

Because change is not possible without the lasting engagement of our people, we believe in supporting them. Our training programme (80% of La Poste employees were trained in 2018), career management and mobility policy aim to give staff the skills they need and to prepare them for the jobs - especially digital roles - of the future. The agreement on social priority post offices recognises the specific challenges of working in disadvantaged areas. It demonstrates our unflagging attention to providing a high quality workplace and fostering social dialogue.

### 2030 sustainable development targets

The 21<sup>st</sup> Century must be green if we are to survive. I'm personally very proud to reiterate our engagement to the principles of the United Nations Global Compact and the 2020 global sustainable development goals. We're currently working on defining a new set of GHG emission goals to meet the targets of the Paris Agreement on climate change and the overarching aim of holding the increase in the global average temperature to below 2°C.

The Group is also proud to be, since 2010, a signatory to the Women's Empowerment Principles and works actively to promote diversity and the achievement of a world in which we can all live together.

Be an exemplary corporate citizen and encourage society as a whole to interrogate our growth models: this is the urgent priority that galvanises the Group day after day so that we continue to merit the confidence of our fellow citizens.



(1) The Carbon Disclosure Project (CDP) is the benchmark global disclosure agency that ranks the environmental performances of 7,000 companies worldwide.



# LE GROUPE LA POSTE'S IDENTITY AND STRATEGY

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## 1.1 About Le Groupe La Poste

### 1.1.1 A GLOBAL MULTI-SERVICES GROUP

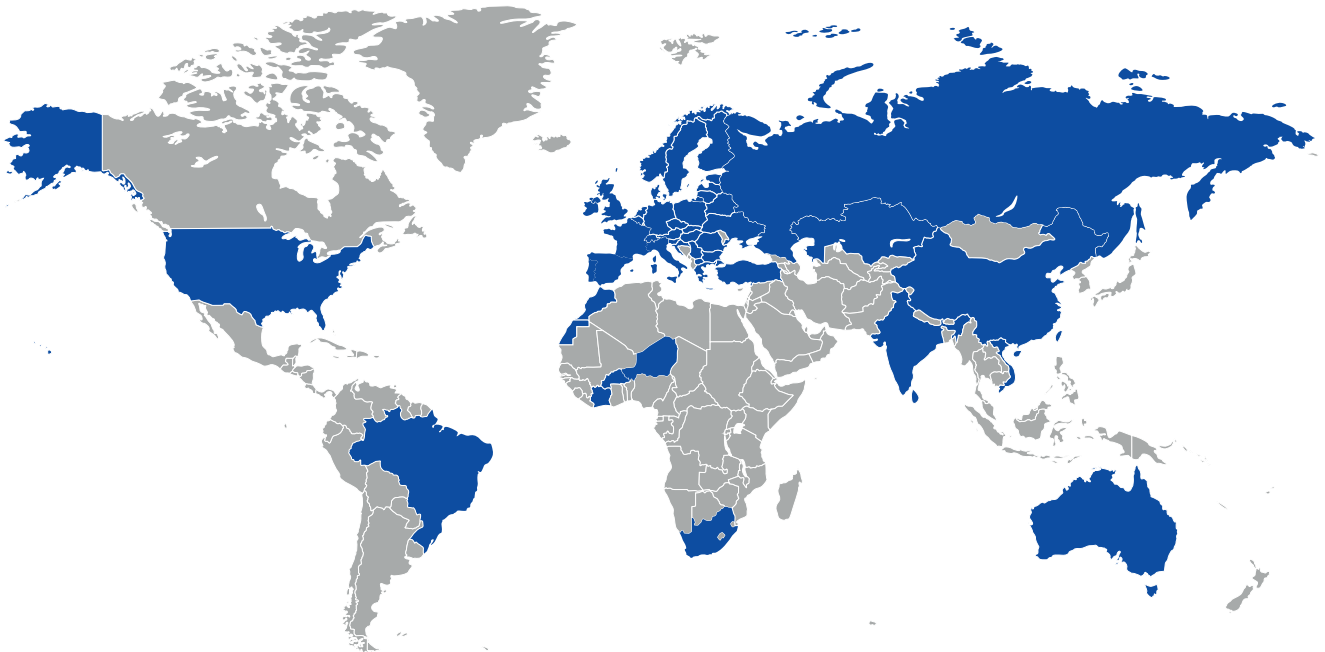
La Poste, Le Groupe La Poste's parent company, is:

- a French *société anonyme* (public limited company) owned jointly by the French government (73.68%) and by the French public financial institution Caisse des Dépôts (26.32%);
- La Poste is located at 9, rue du Colonel-Pierre-Avia, 75015 Paris, France (registered office).

For more information on Le Groupe La Poste's organisational structure, see pages 13-18 of the 2018 registration document. Further information on La Poste SA's organisation, company name, place of registration, registration number, date of incorporation, term and legal and regulatory framework may be found on page 20 of the 2018 registration document.

At 31 December 2018 debt stood at €3.4 billion, representing a net debt to equity ratio of 28.7%.

### A GROUP OPERATING ACROSS 44 COUNTRIES AND 5 CONTINENTS



Most of the Group's operations are located in countries with democratic institutions and which have the resources necessary to enforce compliance with:

- human rights;
- and the fundamental principles of the International Labour Organization (ILO).

97.7% of Le Groupe La Poste employees work in Western Europe (Unesco classification).<sup>(1)</sup>

Le Groupe La Poste is also present in countries that are more exposed to human rights risks. In some cases, it operates through modest-sized companies or partnerships (see pages 110 to 111 of the 2018 registration document).

(1) Western Europe as defined by Unesco: Andorra, Austria, Belgium, Denmark, Finland, France, Germany, Greece, Iceland, Ireland, Italy, Liechtenstein, Luxembourg, Malta, Monaco, the Netherlands, Norway, Portugal, San Marino, Spain, Sweden, Switzerland, the United Kingdom, and the Vatican City State.

## 1.1.2 LE GROUPE LA POSTE'S ORGANISATION

### 1.1.2.1 Organisation by business units and subsidiaries

The Group relies on both the skills of Poste SA and the expertise of its subsidiaries in all 7 of its business areas. It is divided into 5 business units, a real estate asset management company Poste Immo, and fleet management subsidiary Véhiposte.

#### The Services-Mail-Parcels business unit



45.6% <sup>(1)</sup>

- Mail, press and parcel delivery in France and worldwide.
- Distribution of advertising and marketing material.
- Integrated delivery solutions for e-commerce.
- Provider of the universal postal service in France, six days a week (public service role).
- Press delivery (public service role).

#### GeoPost DPD Branch



29.6% <sup>(1)</sup>

- International express delivery of parcels weighing up to 30 kg to businesses (B2B) and consumers (B2C).
- 78% of revenue is generated outside France.

#### La Banque Postale



22.5% <sup>(1)</sup>

- Retail banking.
- Insurance.
- Asset management.
- Access to banking services. La Banque Postale is obliged to open a Livret A savings account for everyone, in return for an initial deposit of €5 (public service role).

#### Digital Services business unit

2.2% <sup>(1)</sup>

##### Digital division and three BtoB subsidiaries<sup>(2)</sup>

- Digital expertise centre for the Group.
- Development of new products and services.
- La Poste's online distribution network.
- A business in its own right, through its subsidiaries (public service mission).

#### La Poste Network



17,264 retail outlets

- Group's multi-business distribution unit.
- Direct management of telecommunication services.
- Regional planning (public service role).

Le Groupe La Poste's operating revenue amounted to €24,699 million at the end of December 2018.

For more information about Le Groupe La Poste's business activities – including its financial and operational indicators, legal structure, organisational characteristics, key challenges, strategic priorities and outlook – see Chapter 5 of the 2018 registration document.

(1) Consolidated operating revenue.

(2) BtoB subsidiaries: Docaposte (digital transformation of organisations); Mediapost Communication (and its subsidiaries Matching, Adverline, Mediaprism, SDS, Vertical-Mail, Cabestan and Mediapost Publicité); Start'inPost (the Group's start-up accelerator).

## 1.1.2.2 Seven business activities

Le Groupe La Poste has seven distinct business activities, as defined by Insee, France's national statistics institute.

### LOGISTICS

#### Processing, sorting, transportation and delivery of mail, parcels and other items

- Over 20 billion addressed or unaddressed letters.
- The first universal postal service provider in Europe to enter the express delivery market (in 1984). Guarantees delivery anywhere within 48 hours.
- Over 1.6 billion parcels delivered by Colissimo and delivered worldwide in 2018.
- Europe's second-largest provider of postal services by revenue and volume.

### BANKING AND INSURANCE

- With 10.3 Million individual customers.
- Almost 365,000 legal entities.
- Over €115 billion or 50% of the bank's assets under management, managed in accordance with a recognised socially responsible investment (SRI) approach.
- €8.7 billion in outstanding local public sector loans.

### TELECOMMUNICATIONS

- The total subscription and pre-paid customer base rose 10.3% to 1.525 million clients, including 1.46 million subscription clients.

### INFORMATION MANAGEMENT

- 3 million digital safe accounts opened with Digiposte+, the French market leader, enabling the storage of over 130 million documents.
- La Poste has created some 210,000 digital IDs.
- The laposte.fr e-commerce website averages over 14 million unique visitors per month and 4 million to the site.

### MULTI-CHANNEL DISTRIBUTION

- France's largest local retail network, with 17,264 outlets.
- A network with approximately 9,500 Pickup points and lockers across France.
- More than 7,448 ATMs, 7,765 automatic franking machines.
- €200 million in online revenue in 2018.

### REAL ESTATE

- Management of a portfolio of 11,983 properties.

### PERSONAL SERVICES

In 2018 La Poste's sales of local services totalled approximately €115 million:

## 1.1.2.3 La Poste brand

The role of Le Groupe La Poste brand is to federate and give a meaning to its actions by «Making life simpler».

A tagline which reflects the Group's spirit of conquest. It expresses the boldness required to establish ourselves as the leading supplier of proximity and human sources for everyone, everywhere, every day, whilst meeting the challenges of our time.

The brand draws on the Group's values, as well as the attention and commitment that guide its day-to-day actions. These strong values foster and inspire the confidence of the 250,000 employees and 67 million people who deal with them every day. They express the Group's civic vocation.

## 1.1.3 A CIVIC-MINDED APPROACH

As a state-owned company, and through its public service missions, Le Groupe La Poste contributes to public policy. This is a key aspect of its identity. As such, it has undertaken to develop services that simplify the lives of its customers, by combining the human factor with digital technology.

### 1.1.3.1 Four public service missions

La Poste has four public service missions:

- universal postal service;
- press transport and delivery;
- contribution to regional planning and development;
- banking accessibility.

These help to maintain and strengthen social ties within French society. They are also a factor in social and regional cohesion. Lastly, they are the Foundation of Le Groupe La Poste's organisation and operation.

They lie at the core of the Group's activities and strategy and inspire its commitments.

### 1.1.3.2 A service-oriented corporate culture

#### The La Poste Museum

The La Poste Museum supports the Group's transformation by promoting its history and values.

Since its creation in 1946, the La Poste Museum has been mandated to:

- curate, enhance and showcase France's postal and stamp collections;
- preserve the history and heritage of La Poste;
- educate the public on the Group's history.

The museum also organises regional events around France. Since 2018, this has enabled it to reach different audiences, including pupils, the elderly, children in hospital and disabled people. Social actors are entitled to a special offer, with discounted rates for groups learning French or on integration courses.

Since 2016, as part of its facelift, the museum has been preparing to apply for Certivéa accreditation<sup>(1)</sup>. It has developed an accessibility policy and expanded its accessible cultural outreach activities.

### LE GROUPE LA POSTE'S PUBLIC SUBSIDIES

The Supplementary Budget Act of 2012 established a tax credit to promote competitiveness and employment (CICE). The **CICE** aims to "fund improvements in business competitiveness primarily through investment, research, innovation, training, recruitment, exploring new markets such as environmental and energy transition and to rebuild working capital".

La Poste, the largest beneficiary of this measure, is eligible to receive this tax credit since:

- it is a *société anonyme* (public limited company);
- it has no monopoly, since all its business activities are conducted in a free market open to competition;
- La Poste is France's second-largest employer after the government, It has a staff of 243,379 employees in France, 81% of whom earn less than, or up to 2.5 times the national minimum wage. As a labour-intensive company that pays relatively modest salaries, La Poste is first in line to benefit from the CICE tax credit, which amounted to €303 million in 2018. La Poste also receives financial **compensation for two public service missions**. In 2018, it received €320 million for its contribution to banking accessibility and €112 million for press transportation and delivery. These amounts are significantly lower than the actual cost of these missions.

The costs of regional planning were offset by a local tax allowance of €174 million in 2018. This amount was allocated to a three-party national fund. Pursuant to its postal coverage and service agreement with AMF and the French government, La Poste handles the financial and accounting management of this fund.

The National Observatory of Postal Coverage is responsible for allocating funds for each type of project. Projects are selected by the departmental committee on postal services (CDPPT), which is chaired by a local elected representative.

It was singled out for praise during the inaugural meeting of RECA, the national forum for accessibility in cultural institutions, held on 16 October 2018 at the *Musée de l'Homme* in Paris.

The event was an opportunity for the Group to make new contacts and to report on its initiatives for people who are unable to visit the museum, for example because they are elderly, disabled, in hospital or in prison. It also unveiled a new prototype touch exhibit.

(1) A subsidiary of the *Centre scientifique et technique du bâtiment (CSTB)*, *Certivéa* provides services for the sustainable performance of non-residential buildings, infrastructure and regions.

## The Comité pour l'Histoire

La Poste's *Comité pour l'Histoire* sponsors humanities research and promotes the Company's heritage.

Created in 1995, the CHP supervised three theses and three masters in 2018. It updated the Group's news feed with the events to mark the centenary of the end of the First World War and the introduction of postal cheques. It published the first guide to French postal history, in English, entitled *A Concise History of the French Post Office. From its Origins to the Present Time* (Peter Lang Editions)

## The La Poste Foundation

La Poste's Corporate Foundation seeks to communicate the values of culture, solidarity and innovation through writing.

The La Poste's Corporate Foundation promotes human development and proximity through writing – for everyone, across the country and in all its forms. This choice reflects the core values of La Poste, which is close to, supportive of, and attentive to local communities, every day.

Writing is an obvious, central aspect of La Poste. It is a means of sharing heritage and accumulated knowledge. It creates and strengthens social ties. It facilitates integration, offering individuals an opportunity to improve their lives. Writing complements reading.

Conversely, it is difficult not to use, or master this form of expression. Therefore, the La Poste Foundation:

- is committed to combating all forms of illiteracy, whether in traditional or digital media;

- promotes literary writing. This illustrates the sharing of ideas, and particularly correspondence. Its aim is to present these forms of writing to a wider public, to bring them to life by combining them with other art forms and to build awareness of this heritage;
- encourages writing as a living art form. In particular, it supports and awards prizes to young talents who integrate music into written texts.

The Foundation makes sure that the initiatives it supports are geographically diverse so that all employees can get involved.

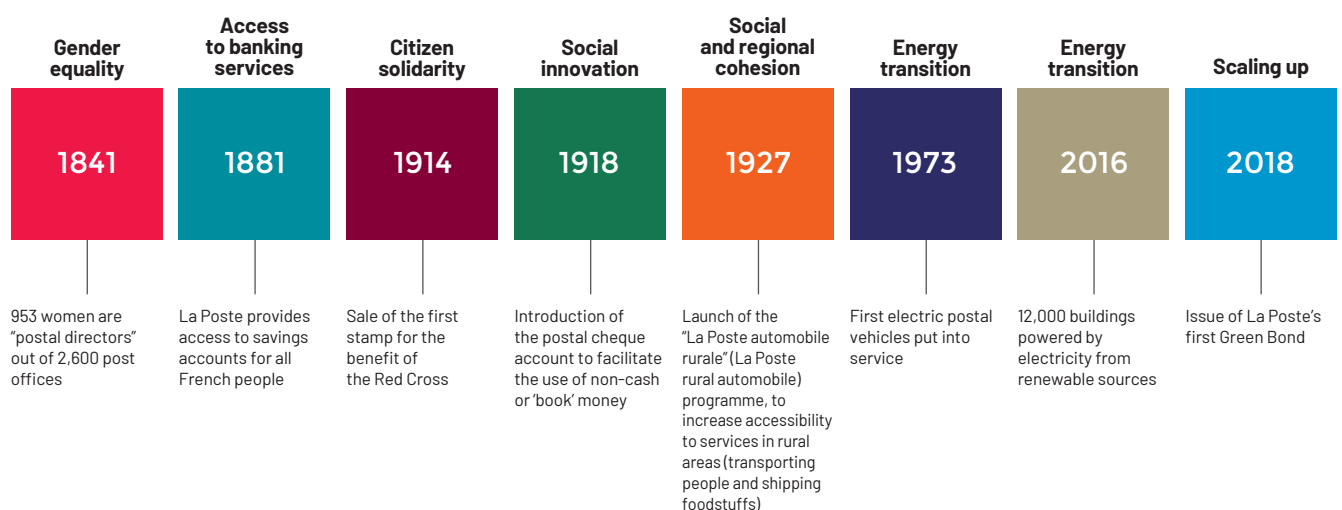
In 2018, the Foundation devoted more than 20% of its budget to community actions involving writing, financing 50 initiatives that benefited close to 40,000 people:

- organising writing workshops for detainees in remand centres, teenagers undergoing therapy, young people who have dropped out of school, residents and nursing staff in nursing homes, and students on training or integration courses;
- sponsors learning activities for reception pupils with reading and writing difficulties;
- supports initiatives to encourage year 6 pupils to read;

## Five hundred years of societal commitment

For over 500 years, Le Groupe La Poste has been supporting societal changes to enable anyone, anywhere, every day to benefit from social progress and technological innovation. It has been at the service of all stakeholders in French society: private individuals, businesses, associations and local authorities. A pioneer in many areas, La Poste has put societal commitment at the heart of its activities.

## SOCIETAL COMMITMENT IN LA POSTE'S HISTORY



## Commitment to major national causes and projects of general interest

La Poste has been a partner for over 30 years in the **Pièces Jaunes** campaign to improve the daily lives of children in hospital (1 million piggy banks placed in post offices, one million thank you cards delivered to the children by mail carriers, 177 tonnes of items collected in 2018).

The Group is also a partner of the **Téléthon**, a campaign to raise funds to finance research against genetic neuromuscular diseases and provide patient care support. In 2018, the Company raised over €624,000 for the Téléthon, an absolute record.

In November 2018, La Poste handed over a cheque for €1,440,316 to **Croix-Rouge**, its partner for over one hundred years. These donations are the result of the sales of special edition stamp booklets.

La Poste also supports la Croix-Rouge in emergency situations. In October 2018, a severe storm resulted in heavy rainfall, particularly in the Aude, Tarn and Hérault departments. A state of natural emergency was declared in 126 municipalities that were the most affected by flooding. As such, La Banque Postale called on its customers and as a result was able to hand over a cheque for €108,623 for the NGO's work

La Poste's employees have also answered over a million letters to Father Christmas from more than 140 countries, a service they have been providing for over fifty years.

### La Poste, a partner for referees

Referees and postal employees are alike: they are trusted, on-the-ground players who work for the public interest, serving everyone, everywhere in France.

For ten years, La Poste has been organising the "*Tous arbitres*" programme. This programme supports and shows appreciation for the 58,000 elite and amateur referees who work with soccer, rugby, handball and basketball federations and professional leagues.

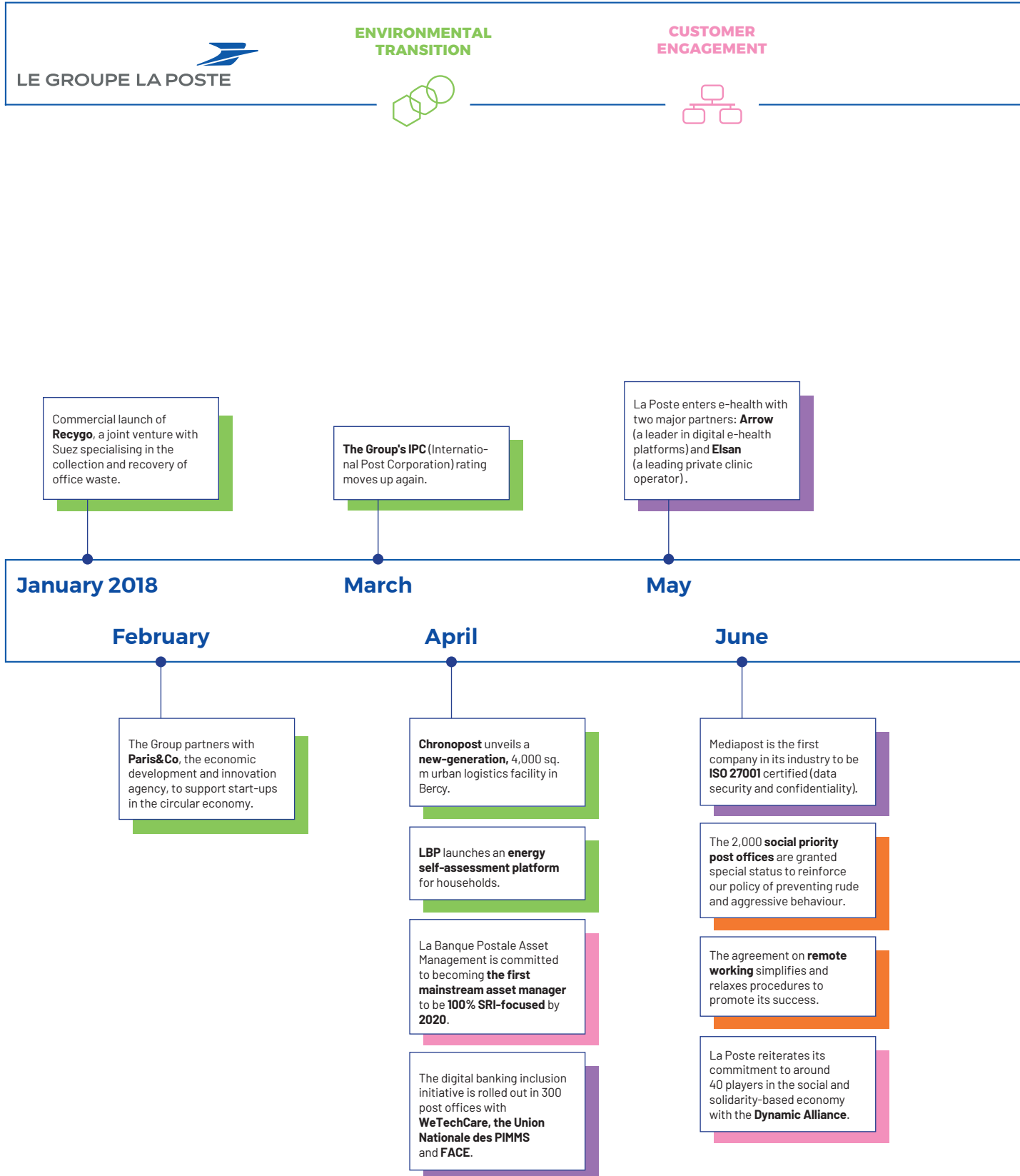
The programme's ambitions are threefold:

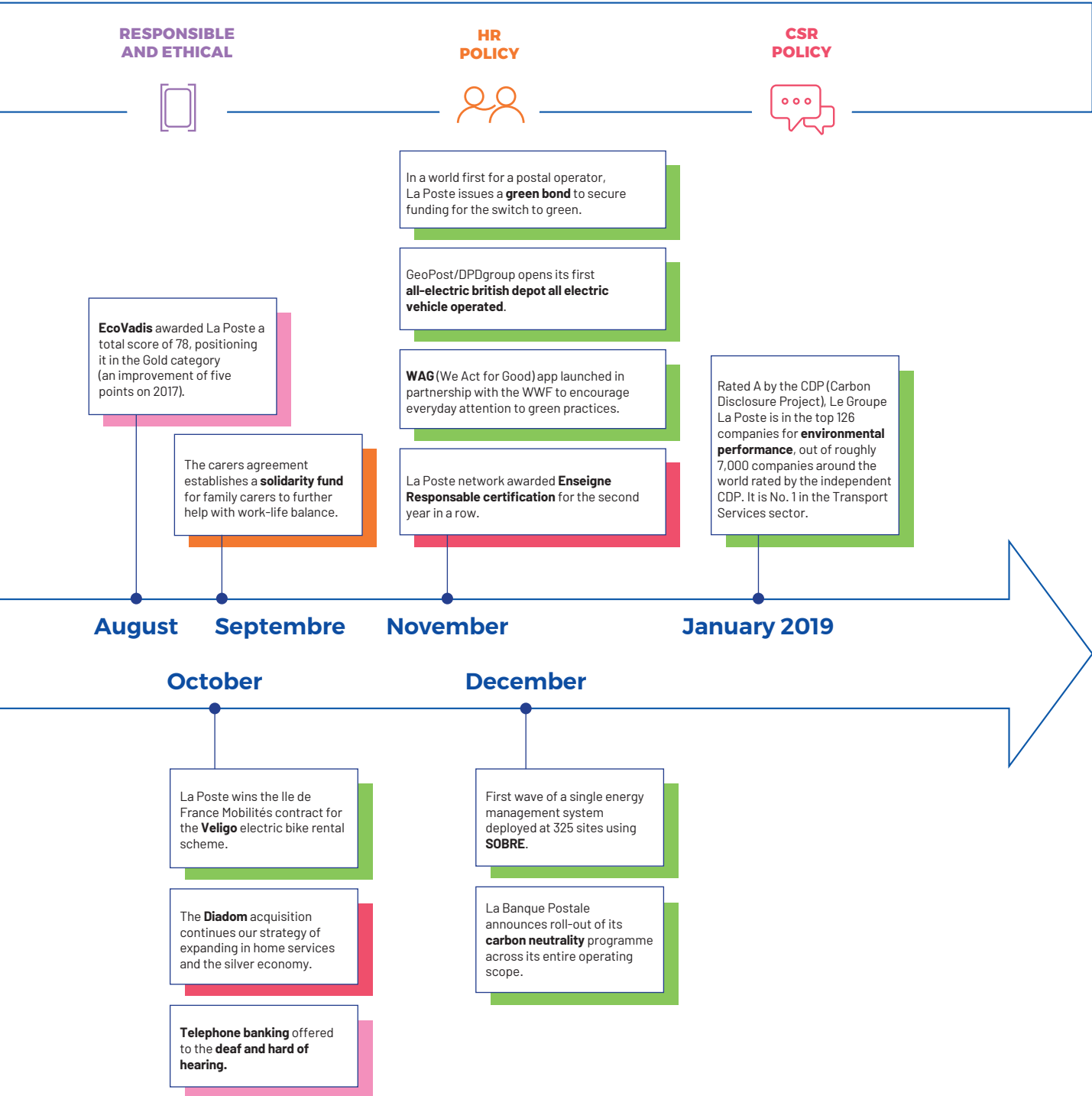
- to facilitate the work of referees;
- to raise awareness of the importance of their work;
- to inspire young people to embrace this as a career.

As a sign of its commitment, La Poste organises National Refereeing Days alongside a host of top athletes. The annual event is an opportunity to champion the work of referees, highlight the importance of fair play and encourage young people to consider refereeing as a career.

## 1.1.4 HIGHLIGHTS IN 2018

2018 highlights, focusing on social responsibility. Include the green bond in December.





## 1.2 Strategy

### 1.2.1 OUR MISSION STATEMENT : MAKING LIFE SIMPLER

#### Making life simpler in a complex world

Voted the most useful company by the French<sup>(1)</sup>, La Poste's ambition is to help society address major challenges, such as the ecological and digital transition, as well as the importance of social and national cohesion.

Drawing on its civic values and the technological means at its disposal, Le Groupe La Poste seeks to build trust by forging human bonds. In a complex and constantly changing world, the Group still believes that simplicity is the key to bringing people together by inspiring confidence. Its initiatives are designed to facilitate access to new technologies and to encourage mutual assistance, synergies and sustainable development.

### 1.2.2 LA POSTE 2020 STRATEGY: CONQUERING THE FUTURE

The Group's strategic plan sets out to fundamentally reshape our business model, positioning La Poste as a key player in the digital revolution.

The rise of digital technology is radically transforming all aspects of the economy and society across the globe, and all facets of business. Like all postal operators, we have seen a structural decline in our legacy mail business and post office traffic. The banking market also faces the challenges of tighter regulation, a persistent low-rate environment and the emergence of all-digital operators. The key issue in the parcels market is the explosion of e-commerce in a fiercely competitive market.

In light of these challenges, the Group continued to transform our traditional activities and to ramp up the focus on our growth drivers in 2018.

**La Poste 2020: Conquering the future** strategic plan is not only aimed at sharpening our competitiveness and delivering results, but also at protecting "Le pacte social", the labour agreement that enshrines the principle that all our people have a role in and benefit from the Group's transformation.

To do this, five joint Priority Programmes promote synergies between all the Group's activities, focusing on the main transformations in society:

- promoting the energy transition;
- urban logistics;
- know your customer;
- e-commerce;
- modernisation of public action.

#### Sharing the benefits of progress

The Group's other main ambition is to become "the largest provider of people-oriented services". The Group is therefore committed to making all its new services accessible to everyone. Its core development strategy is built on technology that serves a social purpose.

#### Strategy equity alliance with the Caisse des Dépôts

In August 2018, France's Finance Minister announced the strategic equity alliance between La Poste and the Caisse des Dépôts. The deal will give Groupe La Poste the resources to accelerate its development and better serve its customers. It also strengthens its ability to fulfil its public service role under its Public Service Agreement.

The alliance with the Caisse des Dépôts will see them jointly undertake initiatives in France centred on five areas:

- the fight against the regional divide, with, for example, the extension of the MSAP (public service centres) scheme;
- the creation of a major public financial group, with La Banque Postale, Bpifrance and the Banque des Territoires;
- urban logistics, to implement last mile delivery solutions with soft modes of transport;
- the digital transformation of the regions, to improve the efficiency of public services and counter digital exclusion;
- services to individuals and the silver economy, to meet the challenges of demographic change and an ageing population.

The strategic equity alliance plans include a tie-up between La Banque Postale and CNP Assurances, by merging La Banque Postale's life and non-life insurance business with insurer CNP Assurances, keeping an open, multi-partner and international business model. The ultimate aim is to develop a unified banking and insurance model to sustain its long-term development.

(1) According to the 2017 survey conducted by IFOP for the Terre de Siècle agency.

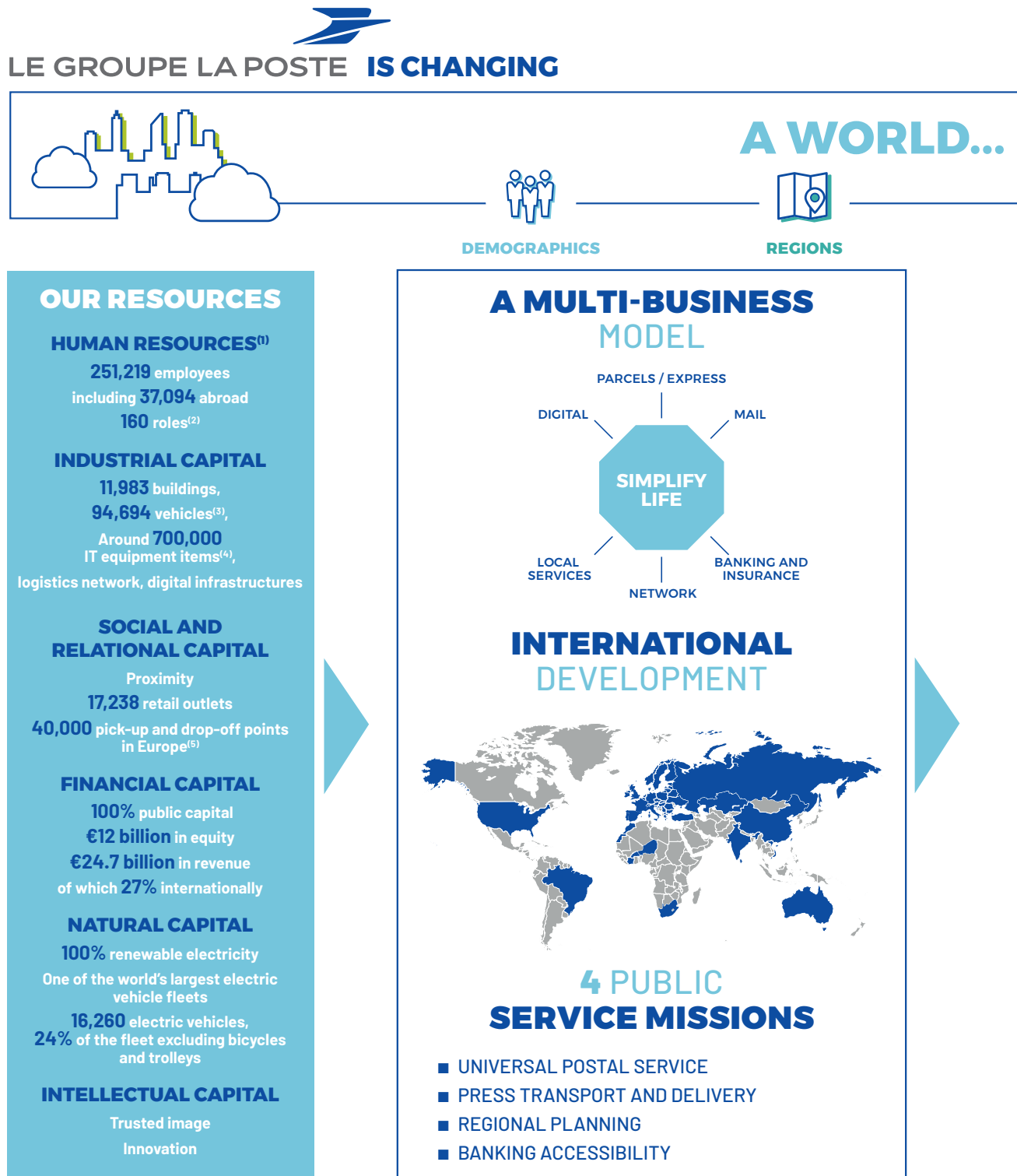
### 1.2.3 STRATEGY BY BUSINESS UNIT

La Poste 2020 will be rolled out in each of the business lines that comprise our major multi-services group as appropriate to their strategic goals and growth drivers:

- Services-Mail-Parcels business unit: **be the number 1 human and digital service provider in France backed by our network of postmen and women.** Mail is a high-impact medium and an excellent delivery service is part and parcel of successful e-commerce; This business unit offers a wide range of home-based on-demand services;
- GeoPost: **be a global leader in parcel delivery and number 1 in Europe.** GeoPost is currently the French and European leader in parcel delivery to businesses and individuals. It plays a big part in the growth of e-commerce;
- La Banque Postale: **be France's favourite banking and insurance provider.** a "civic-minded bank", La Banque Postale is a public service bank at the heart of the real economy. It has ambitions in all segments of the market and is diversifying into specialist areas, including in the international market;
- La Poste Network: **become a multi-business network giving priority to banking, with a diverse range of products to suit changing lifestyles.** The network aims to use its potential to provide customer satisfaction, help business grow and fulfil its public service mission;
- Digital Services: **accelerate our digital transformation to a customer-centric group.** Our aim is to establish the Group as a key digital player in France for trust and ethical data management. Companies and local authorities need backing and assistance to manage their digital transformation.

## 1.2.4 BUSINESS MODEL

At La Poste, our mission is to make life simpler for everyone, everywhere, all the time. Corporate social responsibility is integral to the business model of a Group that is deeply embedded in the community.



The data presented in the above business model are, unless specified otherwise, within Le Groupe La Poste's scope.

(1) Average Group headcount in full-time equivalents.

(2) La Poste advertising campaign (September 2018): "160 roles to make life simpler!".

(3) Fleet owned or managed directly by the Group (i.e. two-wheeled vehicles [incl. bicycles and electric bicycles], three-wheeled vehicles [Staby], quads and four-wheeled vehicles [cars, vans and trucks]).

## IN TRANSITION



ENVIRONMENT



ETHICS & VALUES



DIGITAL



### GROWTH WAVES

- E COMMERCE
- URBAN LOGISTICS
- MODERNISATION OF PUBLIC SERVICE ACTIVITIES
- TRUSTED DIGITAL PARTNER
- SILVER ECONOMY & HEALTH
- ENERGY TRANSITION
- CHANGE IN THE BANKING INDUSTRY

### LA POSTE 2020 CONQUERING THE FUTURE

Diversify the portfolio of activities to desensitise the Group by limiting the share of traditional mail in the revenue to 20%

- ACCELERATING BUSINESS DEVELOPMENT AND CONQUERING NEW MARKETS
- IMPROVING COMPETITIVENESS BY PRESERVING THE LABOUR-MANAGEMENT AGREEMENT
- FIVE COMMON PRIORITY PROGRAMMES STRENGTHENING THE SYNERGIES BETWEEN THE BUSINESS UNITS

### THE GROUP'S SOCIETAL COMMITMENT

- SOCIAL AND REGIONAL COHESION
- ENVIRONMENTAL TRANSITIONS
- ETHICAL AND RESPONSIBLE DIGITAL SERVICES

### OUR IMPACTS FOR THE PLANET

- GHG emissions **-20%**
- Product and service offer **100% offset**
- Waste recycling and reuse **85,000 metric tonnes**

### FOR THE TERRITORIES

- More than 13.5 million** households visited per day
- 95.7%** of the population within 5 km or 20 minutes of a retail outlet

### FOR OUR CUSTOMERS

- Faithful and satisfied (NPS)
- 94.8%** of "Lettre Verte" (green mail) delivered within two days
- Balances of less than €150 for **51%** of Livret A passbook savings accounts

### FOR OUR EMPLOYEES<sup>(6)</sup>

- 93%** on permanent contracts
- 50%** of executives are women
- 80%** of employees trained in 2018
- 13** national agreements in 2018

### FOR OUR SUPPLIERS

- 80%** of suppliers are SMEs

### FOR OUR SHAREHOLDERS AND INVESTORS

- €171 million** in dividends
- Issuance of a **green bond**

(4) Equipment including screens, computers, ancillary equipment, printing systems, tablets, telephones.

(5) Pickup points in Europe.

(6) Scope: La Poste parent company (permanent contract: weighting of employees on permanent contracts; proportion of women in management; proportion of employees who took at least one training course during the year).

## 1.3 Corporate governance

This chapter gives an overview of how Le Groupe La Poste is governed. It outlines the processes that place environmental and social issues front and centre<sup>(1)</sup>. A more granular description

of how the Group identifies and assesses the risks arising from these questions is available in the statement of extra-financial performance (see 2018 registration document, Appendix 1).

### 1.3.1 COMPOSITION, ROLES AND RESPONSIBILITIES OF GOVERNANCE BODIES

La Poste has applied the Afep-Medef Corporate Governance Code since 2011. In accordance with Article L. 225-37 of the French Commercial Code, this Code is the Group's reference framework for corporate governance, subject to the specific laws and regulations applicable to it. Certain specific requirements arise from La Poste's status as a public company and in particular from the application to the Company of two laws:

- law No. 83-675 of 26 July 1983 on the democratisation of the public sector;
- law No. 90-568 of 2 July 1990 on the organisation of the public service of La Poste and France Télécom.

The table on pages 246 to 248 of Le Groupe La Poste's 2018 registration document lists the various recommendations of the Afep-Medef Code that have not been applied and the corresponding explanations.

- 1 director representing the municipalities and their groups of municipalities (appointed by decree);
- 1 director representing users (appointed by decree);
- 11 directors appointed by the General Meeting upon a proposal by the French government and/or the Caisse des Dépôts, including:
  - the Chairman and Chief Executive Officer, Philippe Wahl. He is appointed as a director by the General Meeting upon a proposal by the French government and Caisse des Dépôts,
  - 7 directors appointed by the General Meeting upon a proposal by the French government,
  - 3 directors appointed by the General Meeting upon a proposal by Caisse des Dépôts.

Since the members of the Board of Directors are either appointed by the General Meeting upon a proposal by the French government or Caisse des Dépôts, appointed by decree or elected by staff, Le Groupe La Poste does not have an Appointments Committee.

The French government's representative and the head of the audit team from the French Finance Ministry's General Economic and Financial Control Department (CGEFI) assigned to La Poste also attend Board meetings, but do not have a vote.

#### 1.3.1.1 Board of Directors

Le Groupe La Poste's operations are overseen at the highest level by the Board of Directors, chaired by Philippe Wahl, Chairman and Chief Executive Officer of Le Groupe La Poste.

**21**  
directors

**50%**  
women

**85.7%**  
attendance rate

**57.5 years**  
average age

#### Composition of the Board of Directors

There are 21 members on La Poste's Board<sup>(2)</sup>:

- 1 representative of the French government, appointed by decree;
- 7 staff-elected directors;

#### Directors' skills

The Board of Directors comprises members with very mixed profiles given the presence of representatives of shareholders and employees sponsored by the trade unions (seven postal workers with varied profiles).

Among the directors representing the shareholders are senior officials and individuals qualified by their experience in the private sector (banking, distribution, digital start-ups, etc.)

Details of the variety and complementarity of the Board's director profiles and skills are presented in Chapter 14 of the 2018 Registration Document.

(1) Please see Chapters 14, 15 and 16 of the 2018 registration document for further information on Group governance.

(2) In accordance with the provisions of Act no. 90-568 of 2 July 1990 as amended on the organisation of La Poste's and France Telecom's public services, and Title II of the Order of 20 August 2014.

### GENDER BALANCE IN THE GROUP'S GOVERNANCE

Nine members of La Poste's Board of Directors are women. As such, they occupy 50% of the seats excluding the representatives of the trade union, in accordance with the Cope-Zimmermann law.

This proportion, which has been stable for several years now, exceeds the minimum representation rate for female directors on company boards introduced by the Copé-Zimmermann law. The initial 20% minimum introduced in 2014 was increased to 40% in 2017.

The Executive Committee currently has 10 members. Two of its members, or 20%, are women.

independent. They represent two key stakeholders for the Group: consumers and customers.

To the best of La Poste knowledge, and at the date this document was filed, there were no potential conflicts of interest at La Poste between the duties of the corporate officers and of Executive Committee members, and their private interests or other duties.

To the best of La Poste's knowledge, there are no arrangements or agreements between shareholders, customers, suppliers or any other parties pursuant to which a member of the Board of Directors has been appointed to this office (see page 232 of the 2018 registration document).

### Duration of directors' term of office

The length of the terms of office of members of La Poste's Board of Directors is laid down in law and by decree, the provisions of which, set forth in Article 13 of the Articles of Association, do not comply with the Afep-Medef Code. The term of office for La Poste's directors is set at five years. The appointments of currently serving directors will come to an end on 20 January 2021<sup>(1)</sup>.

Pursuant to French law, all the members of the Board of Directors are reappointed at the same time and for the same term of office<sup>(2)</sup>. Immediately after their election, the staff-elected directors attended a three-day induction course held by the IFA (French director training institute). They also received training provided by the Group's financial management in January 2016. This gave directors a better understanding of the specificities of the La Poste and the Group's strategy, as well as a insight into postal models around the world.

### WOMEN'S REPRESENTATION RATE ON GOVERNANCE BODIES

Board of Directors	50%
Executive Committee	20%
Quality and Sustainable Development Committee	71%
Compensation and Governance Committee	0%
Audit Committee	60%
Strategy and Investment Committee	25%

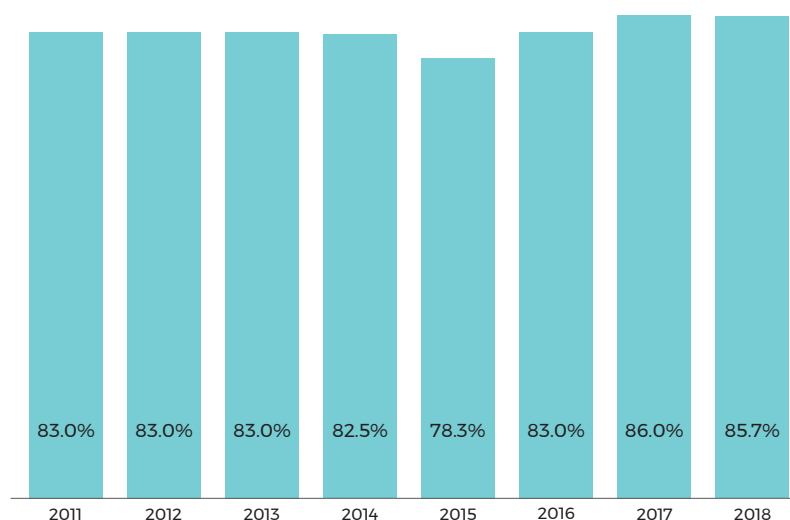
### 3.1.1.2 Independence of the directors

As a public limited company, La Poste has no private shareholders. None of the 12 directors representing the shareholders can therefore be considered independent of the French State. On the other hand, the two directors appointed by decree are external and

### Attendance of the directors

In 2018, the attendance rate of directors at Board of Directors' meetings remained largely flat at 85.7%. The slight change to this rate was due to the method of appointing directors (on the proposal of the State or the Caisse des Dépôts, or by decree). This can create a long delay between the time a director leaves office and the appointment of his/her successor.

### DIRECTORS' ATTENDANCE RATE AT BOARD MEETINGS



(1) Note for the current terms of office, the Board meeting was held on 21 December 2015. Directors' terms of office were set on an exceptional basis at five years and one month pursuant to Article 27 of the Articles of Association. Future terms of office will run for five years.  
(2) Elections of staff-elected directors were most recently held from 16 to 20 November 2015.

## Operation of the Board of Directors

The Director's Charter, approved in December 2004, summarises the rules of conduct by which all Board members must abide. The Charter is now included with each new version of the internal rules of procedure adopted by the Board. The internal rules of procedure can be downloaded from the Group's website.

Each year since 2006, La Poste's Board of Directors includes an agenda item to evaluate its performance, with particular regard to its internal rules of procedure and to any improvements that could be made. This annual self-assessment has been one of the Remuneration and Governance Committee's responsibilities since it was formed in 2010. Each year, this annual self-assessment procedure includes a review of the governance of economic, environmental and social issues.

The meeting on 20 December 2018 was updated on the operation of the Board, based on a summary of the statistical data for its activity during 2017.

La Poste has also decided to carry out this assessment once every three years with the help of an external firm. The last external assessment was conducted in 2017.

### HOW DIRECTORS' INDEPENDENCE IS SAFEGUARDED

The organisational arrangements for La Poste's Board of Directors were laid down in the Decree of 26 February 2010 containing La Poste's initial Articles of Association. The Decree specifies that the offices of Chairman and of Chief Executive Officer should be combined. It also states that the Chairman and Chief Executive Officer should be chosen from among the directors on a proposal submitted by the Board of Directors, after seeking the consultative opinion of both the French Parliament and Senate<sup>(1)</sup>.

Several mechanisms have been introduced to safeguard the Board's independence from the Chairman and Chief Executive Officer as follows:

- prior authorisation from the Board is required for decisions by the Chairman and Chief Executive Officer above certain thresholds (€30 million for acquisitions, €200 million for investments outside the scope of the Group's budget and €700 million for loans);
- the Group's strategy and financial statements are audited on a regular basis by the French Court of Auditors, by the Inspectorate-General of Finance (IGF) and by the French Finance Ministry's General Economic and Financial Audit Department (CGEFI);
- in 2014, the Chairman and Chief Executive Officer established several advisory panels, including independent experts in domestic and international logistics and digital services. They offer guidance and assistance on a range of issues that fall outside the remit of the Board's Strategy and Investment Committee and inform its decision-making.

(1) These rules do not apply to subsidiaries such as La Banque Postale and Poste Immo, which have opted to separate the roles of Chairman and of Chief Executive Officer and to adopt a two-tier governance structure with a Supervisory Board and Management Board.

## Board Committees

The Board of Directors has four specialist committees

- the Audit Committee, formed in 2001;
- the Strategy and Investment Committee, formed in 2004;
- the Compensation and Governance Committee, established in 2010;
- the Quality and Sustainable Development Committee, set up in 2004 as the Customer Service Committee and renamed in 2007.

The **Quality and Sustainable Development Committee (CQDD)** assists the Board to analyse:

- the quality of services to customers;
- customer satisfaction;
- best practice in the services provided to customers;
- best practice in terms of sustainable development and corporate social responsibility.

### 1.3.1.2 Executive Committee

The Executive Committee is chaired by the Chairman and Chief Executive Officer.

Its remit is to:

- discuss and draft development strategies for the Group's business units;
- oversee implementation of its decisions;
- facilitate and ensure effective cooperation between business units;
- monitor progress towards achieving targets and operating results.

Members are appointed to the Executive Committee by the Chairman and Chief Executive Officer. The Executive Committee meets every Monday. For more extensive details about the composition of the Executive Committee, including the experience and qualifications of each of its members, please refer to Chapter 14.2 of the 2018 Registration Document.

### 1.3.1.3 CSR and governance

#### CSR issues considered by the Board and its committees

In 2018, the Quality and Sustainable Development Committee (CQDD) gave presentations during three Board meetings, which stimulated long and extensive discussion.

The Board members discussed:

- the 2017 quality, customer satisfaction and CSR results;
- setting 2018 objectives;
- quality indicator trends;
- the Group's social engagement policy;
- the presentation of two initiatives to improve perceived quality, the "Customer Experience Contract" (Services-Mail-Parcels) and "Customer Priority" (LBP Network);

- trialling "short-loop" claims processing;
- the Ombudsman's annual report;
- revamping the Mail line-up.

The annual CSR and ethics reports were also presented.

#### CSR performance tracking by the Executive Committee

In pursuit of its commitments, the Group has set sustainable development objectives to be reached by 2020. The 2017 results were presented to the Quality and Sustainable Development Committee in March 2018. The Group's extra-financial ratings are tracked by the Executive Committee.

The Chairman and CEO's monthly performance indicators include a CSR component. The business units also monitor their CSR performance. Economic, social and environmental impacts are analysed as part of the assessment of all projects considered as significant in terms of the amounts or the issues involved.

## 1.3.2 COMPENSATION OF THE EXECUTIVE CORPORATE OFFICER AND EXECUTIVE COMMITTEE MEMBERS

### 1.3.2.1 Compensation of the Chairman and Chief Executive Officer

La Poste currently has just one executive corporate officer – its Chairman and Chief Executive Officer, Philippe Wahl, in post since 26 September 2013.

His compensation is subject to ministerial approval.<sup>(1)</sup> Decree No. 2012-915 of 26 July 2012 caps annual compensation of executive corporate officers of public sector companies at €450,000 gross. It does not include a variable component. This Decree covers La Poste's Chairman and La Banque Postale's Management Board. For further information, please refer to Chapter 15 (Compensation and benefits) of the 2018 registration document.

In 2018, the ratio of the Chairman and Chief Executive Officer's gross annual compensation to the average gross annual salary of La Poste employees was 14.3.

### 1.3.2.2 Compensation of Executive Committee members and senior executives

The compensation paid to all other members of the Group's Executive Committee, with the exception of La Banque Postale's Chief Operating Officer, has a variable component.

In 2018, this was indexed to extra-financial objectives at 41%, of which:

- 5% on extra financial rating;
- 19% on social matters;
- 7% on governance;
- 10% on customer satisfaction.

All Group managers, including team leaders, have a range of economic, environmental and social objectives on their roadmap. Setting goals to improve quality of life at work is mandatory since 2014.

Other aspects frequently covered by objectives for relevant Group managers include encouraging the development of La Poste's range of responsible products and services, reductions in greenhouse

(1) In accordance with Decree no. 53-707 of 9 August 1953 on the supervision by the French State of national public sector companies and certain other entities having an economic and social purpose, as subsequently amended by Decree no. 2012-915 of 26 July 2012.

gas emissions, purchases from solidarity economy organisations, gender equality in employment and pay, health and safety in the workplace (occupational accident frequency and severity rates), and training solutions.

Managers' performance vis-à-vis all these CSR indicators determines at least 20% of their variable remuneration. Quality of life at work, an objective common to all managers, alone accounts for 20%.

CSR objectives other than quality of life at work are also set for managers where their duties permit.

### 1.3.2.3 Non-financial rating included in the Chairman's roadmap

The Group started to calculate a composite CSR index in 2017. The metric reflects the Group's performance on social and environmental issues and accounts for 5% of the targets set for the Chairman and Chief Executive Officer.

#### Calculating the composite index

The composite index is the Group's extra-financial rating and is based on several agency ratings:

- two non-financial rating agencies, Oekom and Vigeo;
- International Post Corporation, an industry body;
- the CDP, specialising in rating and helping companies to improve their carbon performance;
- Ecovadis, which rates suppliers.

The composite index is the arithmetic mean of the five most recent ratings.

It is based on the ratings available at 31 December of each year to track the Group's CSR performance as determined by these leading rating agencies and compare it with the competition.

As at January 2019, the Group's composite index was 77 points out of 100, compared with 72 points out of 100 in January 2018.

## 1.3.3 ETHICS AND PROFESSIONAL CONDUCT

Le Groupe La Poste's social impact is considerable as a large employer and provider of local services throughout France. It also operates in competitive markets in Europe and worldwide. Taking a broader view than just a moral issue and in view of the responsibilities that come with its size, La Poste places ethics and professional conduct at the heart of everything we do.

Our ethics are embodied in our values and inform how we conduct our business day to day. The rules of professional conduct are also based on compliance with the obligations, rules and duties incumbent on employees in performing their role.

Not only are regulations increasing, but there is also a growing demand for corporate transparency and accountability. Our response at La Poste has been to make a firm commitment to an ethical and responsible strategy.

#### REGULATORY DEVELOPMENTS IN 2018

- Implementation of GDPR and the PACTE law;
- Status report on the Sapin 2 Act, compliance with the French Anti-Corruption Agency's (AFA) requests;
- Potier law (duty of care);
- Compliance with competition rules

## POLICY INFORMED BY INTERNAL AND EXTERNAL STANDARDS

International reference standards	Group internal guidelines	Entity internal guidelines
<ul style="list-style-type: none"> <li>• Signatory to the United Nations Global Compact in 2003</li> <li>• United Nations sustainable development goals</li> <li>• Paris Agreement</li> <li>• Universal Declaration of Human Rights</li> <li>• OECD Guidelines</li> <li>• International Labour Organization (ILO) Conventions</li> </ul>	<ul style="list-style-type: none"> <li>• The ethics and professional conduct framework</li> <li>• The Group Finance Department's Code of Conduct</li> <li>• The Anti-Corruption Code of Conduct</li> <li>• Representation of Interests Charter</li> <li>• Ethics guide for employees elected to perform a representative role</li> <li>• Gifts and hospitality policy</li> <li>• Responsible Purchasing Charter</li> <li>• Responsible Communication Code</li> <li>• Data Charter</li> <li>• Oath taken by all Group employees</li> </ul>	<ul style="list-style-type: none"> <li>• La Banque Postale's responsible Financing Charter</li> <li>• Competition reference guide and Code of Conduct</li> <li>• Responsible marketing reference guide</li> <li>• La Poste's fair competition reference guide</li> <li>• La Banque Postale's Code of Conduct</li> <li>• Poste Immo's Ethics Charter</li> <li>• Poste Immo's Commercial Property Charter</li> </ul>
<p><b>In France</b></p> <ul style="list-style-type: none"> <li>• Charter for diversity</li> <li>• Parenthood Charter</li> <li>• Apprenticeship Charter</li> <li>• UDA Charter (the advertisers' union)</li> </ul>		

### 1.3.3.1 The Group's ethical framework

Trust is earned. Our customers, partners and shareholders base their trust on Le Groupe La Poste's ethical values, which stem from privacy of correspondence in law. Any business ethics failure is not only a threat to our reputation and our role as a trusted third party, but could also damage the Group's economic and financial standing. As a result, we are constantly reviewing and bolstering our prevention measures.

#### Ethics and professional conduct framework

The Ethics and professional conduct unit reports since 2011 to the Group General Secretary, who sits on the Executive Committee. Recent years have seen the Group strengthen its ethics and professional conduct framework:

#### Guidelines

- The Group's ethics and professional conduct framework is appended to the internal rules of procedure since September 2012. It sets out all the individual and collective rules of conduct. This reference guide was adapted by La Banque Postale and the Network to fit their own specific needs. It has been translated into English and Spanish by GeoPost.
- The Representation of Interests Charter was drafted in 2015.
- The ethics guide for employees elected to perform a representative role and their managers was published in mid-2016.
- The Anti-Corruption Code of Conduct was produced and distributed in 2017 as a guide to help employees manage potentially risky situations.
- The gifts and hospitality policy and manual date back to 2017 and prohibit bribes and facilitation payments.

2018 was a particularly busy year:

- in the interests of greater legibility, the ethics and professional conduct reference documents were amalgamated into a single document, the "Ethics and Anti-Corruption Code" at the end of 2018 and appended to the internal rules of procedure in January 2019;
- the oath taken by employees was supplemented in 2018 by extending the secrecy of correspondence to electronic personal data, in accordance with European Regulations. From now on, the oath is accompanied by the Data Charter. This Charter was circulated in mid-2018 and has six commitments;
- the compliance officers' letter of commitment was extended to include a duty of due diligence in November 2018, as part of the Group's anti-corruption system and whistle-blowing procedure;
- the Responsible and Ethical Purchasing Charter was expanded to include a duty of due diligence in September 2018;
- the Purchasing Department started work on drafting a charter for influencers in October 2018.

These guidelines are available on the Group's Intranet, in the Ethics and Professional Conduct smartphone app and for external stakeholders on Le Groupe La Poste's corporate website.

#### Network of ethics officers

The Ethics and professional conduct unit coordinates a network of ethics officers and anti-corruption officers in the business units and subsidiaries. The Steering Committee's comprises eight ethics officers and the Chief Legal, Risk and Audit Officers.

#### Warning system

A whistle-blowing procedure was introduced in 2011 to deal with ethical questions and warnings about breaches of the recommendations of the Code of Ethics or the Anti-Corruption Code. Employees can send secure emails directly to the Group ethics officer who will deal personally with the issue, according to procedure. If the issue is not within the ethics officer's remit, the emails are redirected to the relevant business unit or subsidiary ethics officer, with the whistle-blower's prior formal agreement.

Business unit or subsidiary ethics officers also have a secure mailbox for ethical issues and to receive warning reports directly from staff.

A special email address for stakeholders (suppliers, service providers and subcontractors) is in operation since November 2018.

We are working to make the system even more robust. To meet the legal obligations imposed by GDPR, the Sapin 2 and Potier laws, we plan to roll out a "full web" solution, accessible 24/7, for employees, suppliers and subcontractors. This system may be outsourced.

A whistle-blowing committee of sector experts handles the most complex reports.

#### Further expansion of the ethics-led culture

The Group pressed ahead with its efforts to entrench the ethics-led culture, holding a series of events and producing materials for its employees. In 2018, we focused in particular on the drive against corruption, one year after the new anti-corruption Sapin 2 law took effect in France.

#### Fourth Ethics Day

For the fourth year in a row, La Poste held its Ethics Day in 2018, themed "Ethics 365 days a year".

We were honoured to have the day sponsored by Michel Sapin, former Labour Minister and Finance Minister and the author of the anti-corruption legislation that bears his name. Dominique Potier, rapporteur on the duty of due diligence law, was also present, with Stéphanie Gibaud, a prominent whistle-blower in France.

As in previous years, there was internal media coverage of the event. An interview with the new ethics officer, a series of quizzes with the participation of 853 employees and the day's highlights were shared on the Group's Intranet site.

### A smartphone and e-learning app

An Ethics and Professional Conduct app was launched in 2015 giving all employees access to the ethics framework and other relevant documents on their smartphone at any time. The app was updated in 2017 with more content and a better user interface.

For example, the "Training" tab now gives priority to training based on practical case studies so that staff can more easily embed ethics and professional conduct into their daily work.

### Partnerships with non-profits

2018 saw La Poste continue its partnerships with the *Cercle éthique des affaires* (CEA) and Transparency International France and contribute to the work of these organisations.

La Poste also signed a new partnership arrangement with Stop Corruption in 2018. The aim of the alliance is to raise awareness of ethical values among governments and the general public. Stop Corruption held its first conference at the Sciences Po campus in Paris in 2018. Group Chairman Philippe Wahl addressed the conference during the roundtable discussion "Preventing corruption: a corporate duty". 20 of our employees also attended the event.

### Dedicated communication tools

Each year, we improve the communication and awareness tools developed by the Ethics and professional conduct unit to encourage employee buy-in. They are designed to raise awareness and provide information about all the topics covered in the ethics and professional conduct framework:

- a **dedicated Intranet site**, which is regularly updated and houses all the tools developed by the Group;
- News Éthique, a **monthly newsletter** covering ethical issues in France and around the world;
- **two quarterly newsletters**: *Pratique Éthique* and *Le Petit Illustré*. *Pratique Éthique* puts a theme in context by providing expert analysis and pointers for managers, while *Le Petit Illustré* tackles the same issues in greater depth, through the prism of concrete business case studies. Themes addressed in 2018 included prevention and due diligence.

### **ETHICS CLIMATE SURVEY**

BVA conducted the seventh<sup>(1)</sup> ethics climate survey in a row at La Poste in October 2018. Its results show a stable perception of ethics in the Group and that further work is needed to improve ownership of the anti-corruption system. Note that only 10% of employees to date had heard mention of the duty of due diligence, which points to a need for more information on this topic.

An awareness campaign reached 57% of La Poste employees in the past 12 months. 23% received training and

84% believe they are (fully or fairly) familiar with the rules of ethics and professional conduct. What's more, employees again backed the importance of having an ethics officer, with 83% of them stating they were in favour of this. This demonstrated employees' buy-in to the Group's approach.

In addition, they have clearly grasped the value of ethics for Le Groupe La Poste. More employees at La Poste make the connection between their ethics and professional conduct and business performance than at other major French groups: 90% of them believe that this helps to improve business performance (compared with 84% of employees of major French groups). 90% of Group employees indicate they would be prepared to blow the whistle – a testament to their confidence in the procedure.

(1) *The questionnaire was developed in conjunction with the BVA polling organisation and members of the Cercle éthique des affaires for internal use within Le Groupe La Poste and for a panel of 1,000 employees of large groups for the purpose of comparisons. The survey was conducted with 600 Group and Poste Immo employees.*

### **Annual report on the ethics and professional conduct framework**

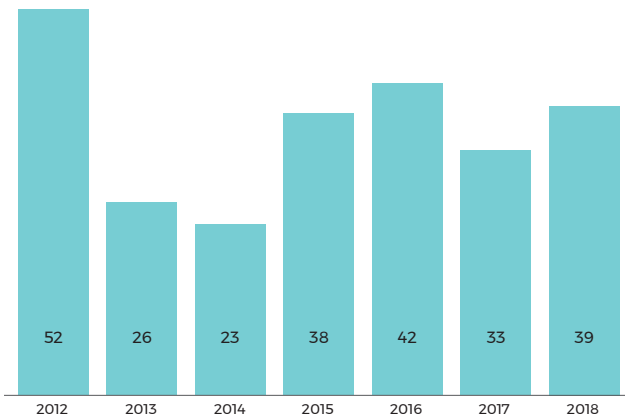
The annual report on the ethics and professional conduct framework was submitted to the Quality and Sustainable Development Committee (CQDD).

For the past three years, an independent third party has carried out a critical review of these results. In 2018, this review was conducted by Mr Marc-André Feffer, Head of Transparency International France. It provides the Board of Directors with the insight needed to take the right steps to bring the Group's ethics and professional conduct to the next level.

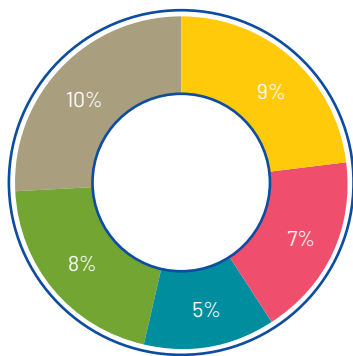
The report is also sent to the Executive Committee and to the 500 members of the Group's Management Committee. The main areas it covers and its findings are made available to all employees through the network of ethics and professional conduct officers and on the ethics and professional conduct Intranet.

The anti-corruption system was also presented to the Quality and Sustainable Development Committee.

### NUMBER OF ALERTS RECEIVED BY GROUP MANAGEMENT



### BREAKDOWN BY THEME



- Conflict of interest
- GDPR
- Management practices
- Suspected abuse of weakness
- Various issues

#### LOBBYING

La Poste was one of the first companies to sign the **national Representation of Interests Charter for lobbying of government and parliament by private groups** in 2015. The Charter commits signatories to a duty of transparency. Driven by Transparency International, the Charter is in the process of being updated within the scope of the Sapin 2 law. In 2015, the General Management adopted a Charter for the representation of interests intended for its own agents (review). At the European level, the Group is monitoring the evolution of legislation applicable to it.

### 1.3.3.2 Implementation of GDPR

Our actions to ensure secure and responsible data use and to comply with the General Data Protection Regulation (GDPR) is described in the chapter on Ethical and Responsible Digital Services, on page 93.

### 1.3.3.3 Prevention of corruption

The corruption prevention plan and how it is implemented are detailed in the 2018 registration document.

#### Corruption prevention plan

During the year, the Group beefed up staffing of the department formed in 2011. Act no. 2016-1691 of 9 December 2016 on transparency, anti-corruption measures and the modernisation of business life (Sapin 2 law) entered into force on 1 June 2017. In response, we updated our existing corruption prevention programme as a matter of priority, focusing on compliance with the French Anti-Corruption Agency's (AFA) guidelines.

#### Governance of the corruption prevention plan

The Group Executive Committee and the Ethics and Professional Conduct Committee, chaired by the Group General Secretary, oversee governance of the corruption prevention plan.

It is implemented by the anti-corruption officers in the Ethics and professional conduct steering committee, which meets every two months. The Executive Committee members all signed a letter of commitment in 2016. The letter was signed by the officers at the end of 2018.

#### What we are doing to assess anti-corruption measures

The Group engaged Mazars to assist it in assessing the anti-corruption and prevention measures in place at head office.

Responses to the AFA questionnaire (163 in total) and supporting documents from all relevant functional departments at the Group's head office were reviewed as part of the process to establish a precise evaluation of the eight measures of the corruption prevention plan resulting from the Sapin 2 law and the recommendations of the AFA. Its scope covered the activities of the head office and the mail/parcel and network branches, as well as those of the GeoPost and La Banque Postale subsidiaries. Some 30 interviews were conducted to evaluate the corruption prevention plan as a whole.

## Risk mapping

The Group conducted an initial assessment of corruption risk in 2016 and prepared a risk map. We updated the risk mapping in July 2018 and consolidated the Group risk map with those of the divisions and subsidiaries. This process will be repeated in 2019 in all head office functional departments.

## Three guiding principles

The three pillars of the corruption prevention plan are "zero tolerance", "buy-in from everyone", and "all eyes peeled". They apply not only internally within the Group, but also need to be communicated to all partners, especially suppliers and subcontractors, since the Group is ultimately accountable for the standards of ethical conduct right across its ecosystem.

## New Anti-Corruption Code of Conduct

The new Anti-Corruption Code of Conduct is part of the internal rules of procedure as of January 2019. It has been sent out and displayed at all postal facilities.

The Code addresses: gifts and invitations, facilitation payments, partnerships and philanthropy, relations with business partners and authorities, and acquisitions.

It covers:

- the three pillars of corruption prevention;
- sanctions and penalties;
- risky situations by topic;
- principles and best conduct practices;
- who to contact if need be;
- the whistle-blowing procedure; and
- where information can be found.

In accordance with the law, the Anti-Corruption Code of Conduct was approved in July 2017 by a staff representative body, the National Technical Committee in July (see page 154).

## Operational implementation and operational insights by thematic area

Le Groupe La Poste's corruption prevention plan took shape in 2017, and operational measures taken to implement it included:

- efforts to instil an anti-corruption mindset in all employees;
- themed discussions in dedicated working groups; and
- an update to risk mapping.

Working groups are on track to continue the drive to improve prevention:

- with the **Finance Department and due diligence** experts, for mergers, acquisitions and disposals;
- with the **Purchasing Department** to deepen compliance measures in response to feedback from the supplier assessment platform (AFNOR solution) and audits;
- with the **Accounts Department** to finalise drafting of special anti-corruption controls and provide a granular definition of the checks to implement at different levels;
- with the **Communication and Societal Commitment Departments and the legal affairs unit, La Poste Solution Juridique**, for partnerships (in philanthropy and sponsorship notably). Political donations are prohibited under French law and the Group does not support any political party.
- with the **Information Systems Division** to develop the whistle-blowing procedure.

## Rise of the anti-corruption culture

Here is what the Group has done to raise awareness and spread the word about the Anti-Corruption Code:

- articles on corruption are available online on the Intranet and in the Ethics and Professional Conduct app;
- the News Éthique newsletter comes out monthly. A readership survey in October 2018 found that 76% of readers prefer the sections on conflicts of interest, corruption, fraud and the duty of due diligence;
- two quarterly newsletters devoted to the topic, *Pratique Éthique* and *Petit Illustré*, are circulated to all function, business unit and subsidiary employees;
- special events for the Group's regional managers, for senior staff in risk management, legal affairs and, communication, and for managers of the Services-Mail-Parcels business unit, discipline teams, and archive teams;
- training on corruption issues:
  - an e-learning module was offered to 19,000 managers and covered prevention, competition, data protection and conflicts of interest, amongst other topics. All employees can take the module, which was uploaded to the self-service training platform in December last,
  - a targeting exercise aimed at functions to receive classroom-based training on a range of procedures (purchasing, legal, finance, accounting and elected employees) was carried out. The Group is also developing a training module for the legal and purchasing functions.

## Managing the risk of corruption

### Handling whistle-blowing reports

The internal ethical whistle-blowing system was expanded to include corruption issues, with the same guarantees of anonymity and protection for the whistle-blower. A whistle-blower raised a corruption issue during 2018 (see the results of the overall system on page 25).

### Self-assessment system

An internal control self-assessment questionnaire was updated in 2018 and the degree of compliance with Sapin 2 by Group entities was reported during the annual self-assessment of internal control. This self-assessment round found that the Chairman's undertaking had been embraced right along the managerial line, with a high level of buy-in among employees to the Code of Conduct and employees well-informed about the whistle-blowing system.

### 1.3.3.4 Duty of due diligence

In accordance with its diligence plan Le Groupe La Poste ramped up and conducted controls on its actions to prevent violation of fundamental rights and human rights, to protect health and safety and to safeguard the environment. The Group is also intent on encouraging the entire value chain to embrace our social commitments.

La Poste therefore continued to develop safety and human rights policies and to factor environmental concerns into the provision of services.

These are an integral part of La Poste's **purchasing system** and must be part of policy for all suppliers and service providers. Only 2% of our suppliers are located outside France, in the European Union for the most part, ensuring the Group has visibility from end to end of the value chain. Purchasing policy includes:

- a Responsible Commitment and Ethics Charter, which is systematically included in contracts;
- due diligence contract clauses;
- a self-assessment system;
- a programme of on-site audits that kicked off in 2018.

Tier-1 suppliers and subcontractors that take priority for audits are companies

- whose services are labour-intensive;
- that work on the Group's sites;
- and suppliers and subcontractors that are strategically important for business continuity.

A **detailed map of value chain risks** is prepared and reviewed annually. Given its activities, geographical location and compliance

policies, the Group is only slightly exposed to risks related to human rights and basic freedoms.

**Internal audit and control systems** assess compliance with the due diligence requirements.

A **letter of commitment** by divisions and subsidiaries incorporates the duty of due diligence as part of internal control systems.

**HR and environmental indicators** are also part of CSR monitoring.

### Measures to prevent or mitigate serious violations

The Group has a long history of preventive policies designed to protect human rights, fundamental freedoms and the health and safety of **employees** and is committed to strengthening them.

In addition, we have introduced preventive measures for subcontractors' employees.

### The whistle-blowing procedure and reporting information

The whistle-blowing procedure for employees is described in detail on page 23. The same procedure is available for the employees of tier-1 suppliers and subcontractors, under the same conditions.

The companies concerned are being informed about this Group guarantee and they are asked to inform their employees in turn.

### Monitoring commitments and measures implemented

A Steering Committee monitors La Poste's Diligence plan, with representatives from all relevant Group departments (HR, Social Engagement, Risks, Purchasing, Ethics and Legal). It scrutinises proposed actions and oversees their implementation in the Group.

The Group's commitments were presented to the Strategic Dialogue Committee and the social partners will also be involved in this policy.

The Group's Executive Committee steers the policy to be implemented as part of the duty of due diligence.

### 1.3.3.5 Compliance with competition rules

Le Groupe La Poste set up a competition law compliance programme in accordance with its undertakings, which has been rolled out in full.

The programme was audited by the internal audit team early in 2018 and found to be very satisfactory: all undertakings made to the Competition Authority were fulfilled. The audit also identified opportunities to improve how employees are informed about the programme.

The Group files an annual report with the Competition Authority, which urged La Poste to continue its drive and duly noted the steps taken to meet its commitments.

The competition compliance programme includes primarily:

- an undertaking by the Group and its senior executives to comply with competition rules;
- a governance programme at the highest level of the Company. In addition, competition compliance officers have been appointed in each business unit;
- Le Groupe La Poste has trained and informed all employees about what is at stake when it comes to competition law:
  - La Poste Solutions Juridiques updated a set of guidelines and drafted a Code of Conduct in 2017, supplemented by communication and educational materials as well as guides for the relevant individuals, which are available on the Group and business unit Intranets,
  - communication around the whistle-blowing procedure was improved in 2018,
  - nearly 3,000 staff were trained, including members of the Executive Committee and Management Committees, as well as the employees with the highest exposure levels (in the Sales, Purchasing, Audit and Strategy Departments). Training focused on educating staff about the rules to follow if they are involved in professional associations;
- the competition compliance programme is now part of the internal control framework at every level of the organisation with an annual Group and subsidiary self-assessment.

This programme covers almost all of the Group's activities in France: head office, the Services-Mail-Parcels, Digital, Network and GeoPost business units, as well as their main subsidiaries. Competition compliance actions are also up and running in the Group's other subsidiaries (Banque Postale, Poste Immo and Véhiposte), which are not included in the scope of the Group's undertakings.

### 1.3.3.6 Ethics and compliance in the business units and subsidiaries – case studies

#### La Banque Postale: responsible and transparent business practices

As a civic-minded bank, La Banque Postale strives to make sure that the advice it provides is appropriate and responsible. The Bank's Code of Conduct emphasises the importance of responsible sales practices. The Code was updated in 2017 to include the Group's policy guidelines. It sets out La Banque Postale's commitment to monitor the position of vulnerable customers.

This model is based on a thorough review of its customers' finances to provide them with the right advice geared to their existing and future needs. Sales staff are required to communicate clearly and transparently using plain language.

Extra-financial rating agencies have endorsed this approach. A review was undertaken in 2017 to tailor the approach to all types of customer conversations, all contact channels and all customer categories/profiles and to incorporate the latest sales tools.

In 2016, La Banque Postale introduced changes to its system of bonuses for advisers. Every year, sales advisers take on targets, focusing on improving customer relations, managing risk and compliance.

A second wave of awareness measures was rolled out in 2018, following the introduction of the new Code of Conduct the previous year. All in all, 35,935 employees of La Banque Postale and La Poste Financial Services, the La Poste Network and the joint La Banque Postale and La Poste Network Solutions unit received information in 2017 and 2018.

A new annual information campaign on ethical and professional conduct rules and the anti-corruption programme was launched in October 2018 for 58,000 employees.

## Applying the precautionary principle

### Banking

Within Le Groupe La Poste, La Banque Postale is the principal entity for which the precautionary principle plays a role.

In January 2016, La Banque Postale's Executive Committee approved the launch of a **Responsible Lending Charter** that governs lending to corporate entities. The Charter stipulates that requests for loans should be denied to applicants from a certain number of sectors considered to carry excessively high extra-financial risks (gaming, pornography, tobacco, nightclubs and coal mining). They should also be denied to organisations and businesses that have seriously or persistently broken the law, codes of conduct or industry-wide agreements (breaches of environmental legislation, of international codes of conduct or agreements and of fundamental labour conventions).

La Banque Postale also drafted a **defence sector policy**. It is careful to ensure that none of the portfolios managed by its asset management and wealth management professionals include businesses involved in the manufacture and trade of controversial weapons (such as anti-personnel mines and cluster bombs) and unconventional weapons (including biological, chemical, nuclear, or depleted uranium weapons, blinding weapons or incendiary devices). It therefore has an exclusion list that applies to all asset management and wealth management teams. The list also applies to the BFI for proprietary transactions and to the corporate division for credit transactions. There were some 40 companies on the prohibited list at 31 December 2018.

In addition, La Banque Postale strives to curb any financial, legal and reputational risks arising from investments in low-regulation, non-transparent jurisdictions that are not cooperative in cases of tax fraud, money-laundering and terrorism financing. It has drawn up **a list of high-risk countries** where it will not go ahead with or participate in any new commercial ventures.

As a key player in the French economy, La Banque Postale **combats tax evasion** by complying rigorously with the rules and preventative measures in force. A French retail bank, it operates solely in its domestic market and does not have any activities in countries on the French list of non-cooperative states and territories or on the European list of tax havens. At most, La Banque Postale conducts very modest activities in countries where La Poste was already active when La Banque Postale was initially established. Income from these foreign operations is taxed fully at the standard tax rate in force.

La Banque Postale monitors its customers activities to ensure compliance with regulations as part of its duty to **combat money laundering, terrorist financing and fraud**. Control procedures for international transactions between France and countries considered to be at risk have been put in. Warnings are handled by a dedicated system, with scrutiny provided by a team of over 100 employees. La Banque Postale does not offer complex tax-optimisation products.

## Transport and logistics

In France, it is strictly forbidden to send hazardous goods by mail or parcel post.

Article 19-001 of the UPU's Parcel Post Manual states the dangerous goods admitted exceptionally:

- radioactive materials contained in letters sent by mail or postal parcels subject to restrictions;

- infectious substances contained in letters sent by mail or postal parcels subject to restrictions;
- lithium cells and lithium batteries sent for import or transit in letter-post items or postal parcels subject to number-, power- and packaging-related restrictions.

Instruction sheets outlining the action to be taken should an individual come into contact with these substances or in the event of emergency situations are distributed to the target populations.

Employees are given training under the auspices of the relevant government authorities, i.e. the Directorate-general for enterprise (DGE) and the Directorate-general for civil aviation (DGAC). Since 2013, all production personnel in La Poste's handling, sorting and forwarding departments at Roissy HUB, Colissimo Chilly-Mazarin, Roissy PIAC, and the ultramarine units in French overseas departments receive induction training in dangerous goods, lithium cells and batteries every two years. All public-facing staff of the La Poste Retail Network and the international defence sector postal service take an e-learning module on the conditions for accepting customer items. Procedures for reporting to Le Groupe La Poste's safety and security unit are in place. Trainers are trained in compliance with the IATA and ADR regulations. In addition, La Poste and the DGE-DGAC monitoring the level of training, incident signposting, and the identification of new sites to be trained.

La Poste ensures the IATA regulations are fully observed for air freight and the ADR regulations for road haulage. GeoPost ensures it complies with the applicable regulations and has put procedures in place covering an incident involving dangerous products. Minimum standards are currently being drafted to harmonise the level of safety right across GeoPost.

## 1.4 Risk management system

Corporate governance, internal control procedures, the risk management framework, arrangements for identifying and handling risk factors, and the risks and policy for covering certain risks with insurance are presented in Chapter 9 "Risk management and internal control framework" of the 2018 registration document.

### 1.4.1 THE GROUP'S RISK MANAGEMENT CHARTER

The Charter comprises five principles:

- **employees should work within an organisation structure that is known to everyone**, with clear sharing of responsibilities and of the Group's values (openness, fairness, a sense of service, accessibility, respect and proximity);
- **risk management**: to identify and control operational risks that threaten the ability to meet objectives;
- **control activities**: to implement preventive and remedial measures to address system failures and operational risks;
- **information and communication**: to communicate information useful to employees for controlling their activities and achieving their objectives;
- **steering**: to oversee actions, measure the results and assess effectiveness relative to identified risk factors.

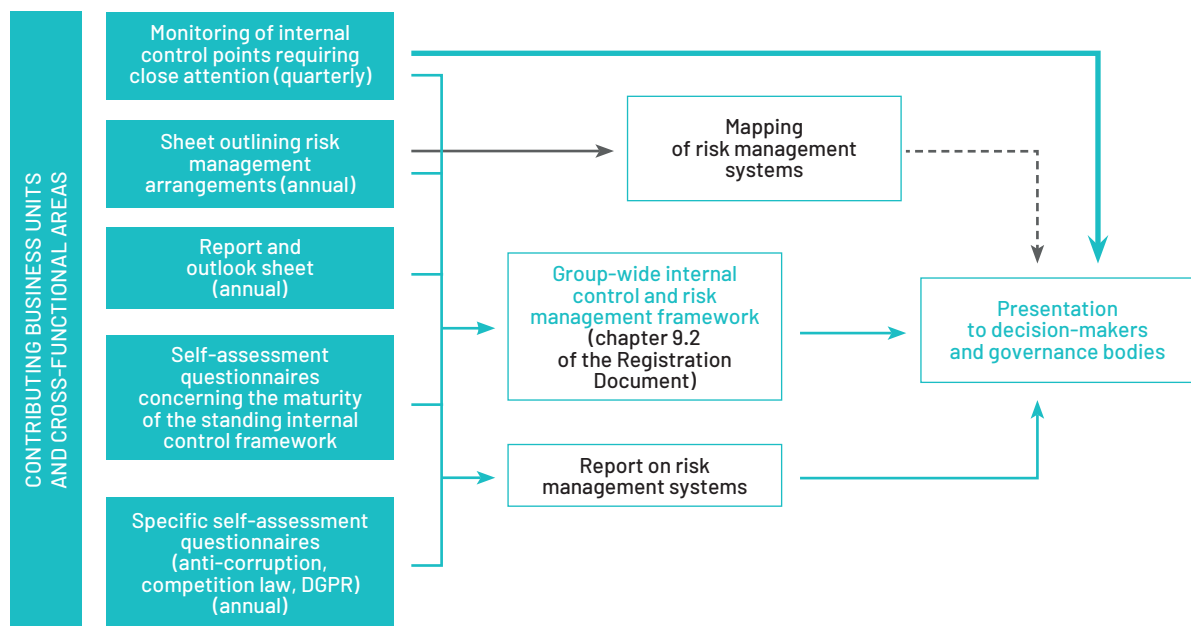
### 1.4.2 THE GROUP'S RISK MANAGEMENT GOVERNANCE FRAMEWORK

The Audit Committee assists the Board of Directors. It is tasked with analysing mapping of the main risks, the risk management and internal control policies.

A Risk Committee established by the Audit and Risks Department and chaired by the Group's Corporate Secretary oversees validation of the mapping of its major risk factors, reviews the coverage of the risk factors at each of its divisions and the annual report on its risk management mechanisms.

A risk management and internal control corps of 1,100 professionals implements action plans, updates the risk factors annually and supports management with its internal control self-assessment. Managers of business units, Group departments and subsidiaries adapt and apply the principles of the Group's Risk Management Charter to their own respective areas of expertise.

#### THE RISK MANAGEMENT SYSTEM



### 1.4.3 CSR RISK AND THE GROUP'S RISK MAPPING

In 2014, Le Groupe La Poste added CSR risk to its Group-wide risk map, including the risk of a failure to adapt to environmental and societal challenges. The identification and assessment exercise produced a list of major non-financial risks resulting from Le Groupe La Poste's activities, i.e:

- risks associated with health and safety at work;
- risks associated with the necessary adaptation of jobs and skills to the challenges of transforming the Group;
- risks associated with the legal compliance of Group anti-corruption measures;
- risks associated with the legal compliance of the Group's personal data protection measures;

- risks of customer dissatisfaction;
- risks associated with the environmental transition.

In accordance with article 225-102-1 of the French Commercial Code, the statement of extra-financial performance (appendix 1 of the 2018 registration document) presents for each of these major risks:

- the description of the risk;
- policies and measures implemented to prevent the risk;
- the outcomes.



## LE GROUPE LA POSTE'S IDENTITY AND STRATEGY

# CSR POLICY

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## 2.1 Sustainable Development Goals

La Poste intends to play its part in achieving the United Nations sustainable development goals (SDG). To align its activities and commitment as a good corporate citizen with some of the SDGs, the Group undertook an audit of its strategy and actions in 2018. We used a two-prong methodology for this self-assessment:

- an audit of existing actions;
- an audit of the impacts on the company.

The aim of the self-assessment exercise is to pinpoint what we contribute to the SDG detailed targets in our core businesses and in how we perform our commitment to society as a whole. We will continue this exercise in 2019.

The table below gives examples of the Group's contributions to 14 SDGs identified as material for the 2030 Agenda.

SDG	Examples of Group contributions
 <p><b>1 NO POVERTY</b></p>	<p><b>End extreme poverty and hunger</b></p> <p>Le Groupe La Poste's contribution to SDG 1, especially by helping vulnerable customers, builds on the engagement of our people or partner organisations. Access to banking services is a key focus for La Banque Postale. Digital mediation services in post offices help to reduce various forms of exclusion (see chapters 3 and 4).</p>
 <p><b>3 GOOD HEALTH AND WELL-BEING</b></p>	<p><b>Ensure healthy lives and promote well-being for all at all ages</b></p> <p>To help rise to the challenges posed by an ageing population, the Group's expansion in the health and e-health market makes a contribution to meeting the aims of SDG 3 (health data host, medicines delivery services and Watch Over My Parents initiative). Measures in place for postal employees also fall within the scope of our contribution towards achieving this goal. They include the agreement for carers, initiatives aimed at preventing and battling addiction, and vehicle fleet safety (see chapters 3 and 6).</p>
 <p><b>4 QUALITY EDUCATION</b></p>	<p><b>Ensure access to quality education for all</b></p> <p>We are very active in our efforts to achieve SDG 4, with initiatives like the partnership with the French literacy group "Stop illetrisme", homework help, financial and digital education, support for work-study trainees, students and young people in difficulty. Lifelong learning is also given pride of place through the outsize role given to training in the Group (see chapters 3 and 6).</p>
 <p><b>5 GENDER EQUALITY</b></p>	<p><b>Achieve gender equality and empower all women and girls</b></p> <p>Promoting diversity is a core element of the Group's social policy. We draw your attention in particular to the women in senior positions of responsibility up to executive committee level, our non-discrimination policies when it comes to hiring, compensation, promotion and professional development and training (see chapter 6).</p>
 <p><b>7 AFFORDABLE AND CLEAN ENERGY</b></p>	<p><b>Ensure access to affordable, reliable, sustainable and modern energy</b></p> <p>Progress in using energy from renewable sources (such as solar power) and the introduction of our energy management system are part of how we help to achieve SDG 7 targets (see chapter 5).</p>
 <p><b>8 DECENT WORK AND ECONOMIC GROWTH</b></p>	<p><b>Promote inclusive and sustainable economic growth, employment and decent work for all</b></p> <p>As one of the biggest employers in France, Le Groupe La Poste takes great care to offer sustainable jobs, to be very mindful of the employment created by our purchases and to monitor health and safety measures in the workplace (see chapters 3 and 6).</p>
 <p><b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b></p>	<p><b>Build resilient infrastructure, promote sustainable industrialization and foster innovation</b></p> <p>We actively support the aims of SDG 9. Our initiatives in this area include promoting ethical and responsible digital services, a low-carbon logistics infrastructure and support for start-ups and innovation with Les É lanceurs and other assistance measures (see chapters 3, 4 and 5).</p>

SDG	Examples of Group contributions
	<p><b>Reduce inequality within and among countries</b></p> <p>Inclusion, equality and diversity policy, support and jobs for people with disabilities and providing access to banking services for migrants are just some of what we do to help achieve the aims of SDG 10 (see chapters 3, 6 and 7).</p>
	<p><b>Make cities inclusive, safe, resilient and sustainable</b></p> <p>Le Groupe La Poste fulfils public service missions, and we also work to attain the targets of SDG 11: we have policies framing how we manage our vehicle fleets, on urban logistics, waste, buildings, and more (see chapters 1 and 5).</p>
	<p><b>Ensure sustainable consumption and production patterns</b></p> <p>Vigilance is top of our agenda when it comes to how we consume and how we define our line-up of products and services, in accordance with SDG 12. Environmentally and socially sound design of products and services and solutions to promote recycling are stand-out examples of significant company shifts (see chapters 5 and 7).</p>
	<p><b>Take urgent action to combat climate change and its impacts</b></p> <p>Switching our focus to renewable energy a few years ago, wagering on the energy management solutions market, new urban logistics solutions, carbon funds, developing SRI management and our many campaigns to raise employee and customer awareness are all part of our battery of responses in support of SDG 13 (see chapters 5 and 7).</p>
	<p><b>Protect and restore land ecosystems, manage forests in a sustainable manner, combat desertification, halt and reverse land degradation, halt biodiversity loss</b></p> <p>We first analyse the biodiversity impacts before we give the go-ahead for any real-estate development project by La Poste's subsidiary Post Immo. How the Group contributes to achieving the targets of SDG 15 is detailed in chapter 5.</p>
	<p><b>Promote just, peaceful and inclusive societies so that all benefit from sustainable development, have access to justice and establish efficient, responsible and inclusive institutions at all levels</b></p> <p>Due diligence, responsible purchasing, countering uncivil behaviour and social dialogue programmes all represent progress towards an inclusive society (SDG 16) (see chapters 3 and 6).</p>
	<p><b>Partnerships for the goals</b></p> <p>La Poste is a stakeholder in many European and global organisations that promote postal services and responsible parcel shipping. Bilateral agreements with some postal operators (in Morocco and Tunisia, for example) also help to achieve the aims of SDG 17 (see chapter 2).</p>

The cross-reference table in appendix 8.2 shows the link between the Group's contribution towards achieving the SDGs and compliance with GRI reporting standards.

## 2.2 Stakeholder dialogue

### 2.2.1 STAKEHOLDER MAPPING

La Poste's stakeholders form a rich and complex ecosystem.

The Group identifies and selects the stakeholders with whom it engages, based on the scope of the stakeholder relationship and the frequency of interaction.

In 2018, the Group updated its forms of stakeholder dialogue. This process consisted of:

- reviewing the basis for identifying the stakeholders involved in the Group's activities;
- designing new forms of stakeholder dialogue.

To identify the categories of stakeholders involved in its activities, the Group uses:

- the NF X30-29 standard on the methodology for identifying stakeholders and the hierarchization of the fields of action for an organisation given the impact on society and the environment;
- ISO 26000;
- Global Reporting Initiative (GRI) Standards;
- the UN's sustainable development policy;
- the French Committee for the Environment and Sustainable Development (Comité 21).

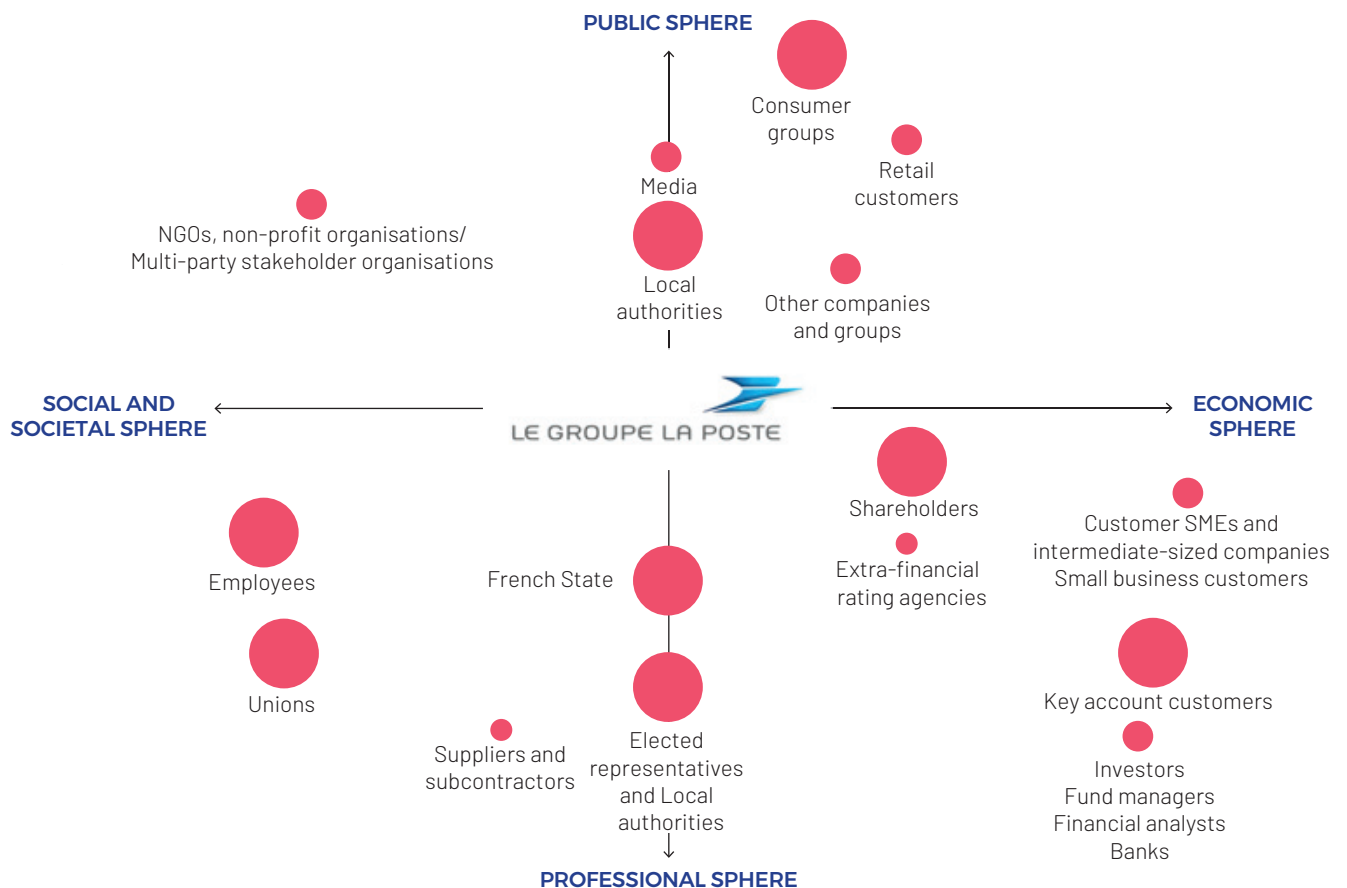
A total of five macro-categories were identified and will be examined in 2019:

- employees;
- customers;
- consumer association;
- suppliers;
- society (local authorities, elected officials, etc.).

The Group has set itself the goal of updating the materiality matrix for its CSR challenges in 2019. It believes that the fundamental challenge in achieving this objective lies in establishing a constructive dialogue with its stakeholders. To this end, it undertook several new measures in 2018, on the methods of dialogue used for each category of stakeholder:

- cataloguing the existing levels of stakeholder dialogue;
- defining consultation procedures for each category;
- identifying the aspects in need of further examination;
- redefining the relative stakeholder weighting.

The following diagram maps stakeholders according to the categories to which they belong. Circle size is correlated to relationship intensity, which reflects the frequency of interaction and the stability of the relationship over time.



## 2.2.2 STAKEHOLDER EXPECTATIONS AND FORMS OF DIALOGUE

The tables on the following pages give a summary of the main stakeholders of Le Groupe La Poste. They identify:

- the origin of the relationship and its background;
- the expectations of stakeholders and how the Group engages with them, the Group departments responsible for managing the relationship, and the key processes.

2

### SHAREHOLDERS AND REGULATORS

Specific stakeholders in direct contact with the Group	<ul style="list-style-type: none"> <li>• French state (73.68%) and Caisse des Dépôts (26.32%)</li> <li>• French regulator of electronic communications and La Poste (Arcep)</li> <li>• French ombudsman control and assessment commission (CECM), with its secretarial duties handled by DGCCRF, the consumer protection authority</li> <li>• French Financial Markets Authority (Autorité des marchés financiers – AMF)</li> </ul>
Relationship history	<ul style="list-style-type: none"> <li>• Creation of a société anonyme (French public limited company) on 1 March 2010</li> </ul>
Main expectations	<ul style="list-style-type: none"> <li>• Financial performance, a sustainable business model and long-term value creation</li> <li>• Managing risks that may affect the Company's reputation</li> <li>• Customer satisfaction and adaptation to consumer expectations</li> <li>• Fulfilment of commitments made to the French government (regulatory compliance in corporate social responsibility matters, overseen by Arcep, and public service obligations)</li> </ul>
Key bodies and processes	<ul style="list-style-type: none"> <li>• Board of Directors and the Quality and Sustainable Development Committee (three meetings a year)</li> </ul>

### INDIVIDUAL CUSTOMERS AND CONSUMER ASSOCIATIONS

Specific stakeholders in direct contact with the Group	<ul style="list-style-type: none"> <li>• Individuals, businesses, customers and users of Le Groupe La Poste's products and services</li> <li>• 15 consumer associations</li> </ul>
Relationship history	<ul style="list-style-type: none"> <li>• La Poste has had an ombudsman since 1989 and holds meetings with consumer associations</li> <li>• Consumers have been represented on the Board of Directors since 1991</li> <li>• Le Groupe La Poste's ombudsman is among the first to have been listed in France and Europe by CECM</li> <li>• Digital and phone-based CRM</li> </ul>
Main expectations	<ul style="list-style-type: none"> <li>• Innovative range of products and services in the public interest</li> <li>• Products and services tailored to the varied needs of customers: simplicity, efficiency, rapidity and reliability</li> <li>• Goods and data kept totally safe and secure and high ethical standards applied in the use of data</li> <li>• Products and services for and accessible to everyone, everywhere, every day, through the customer's chosen channel</li> <li>• Information on products and services and pricing policy</li> <li>• Useful everyday services providing environmental and/or social benefits</li> <li>• Respect for employees (social dialogue, professional development, human rights)</li> </ul>
Key bodies and processes	<ul style="list-style-type: none"> <li>• Consumers are represented on the Board of Directors by an independent director</li> <li>• Referral to the Group's ombudsman</li> <li>• Consultation meetings and focus groups on specific issues, round tables</li> <li>• Periodic and immediate or delayed satisfaction surveys</li> <li>• Participatory approach to identifying key customer irritants and enchantment drivers</li> <li>• Business relationships, provision of services, customer service</li> <li>• "La Poste et vous", an online community of more than 1,500 customers, providing a resource for Group entities in co-developing products and services</li> </ul>

## CORPORATE CUSTOMERS

Specific stakeholders in direct contact with the Group	<ul style="list-style-type: none"> <li>• Logistics, marketing and sales managers</li> </ul>
Relationship history	<ul style="list-style-type: none"> <li>• Personalised management of the key accounts of subsidiaries and business units since the 1990s</li> <li>• Multi-channel customer service</li> </ul>
Main expectations	<ul style="list-style-type: none"> <li>• Innovative range of products and services in the public interest</li> <li>• Products and services tailored to the varied needs of customers: simplicity, efficiency, rapidity and reliability</li> <li>• Goods and data kept totally safe and secure and high ethical standards applied in the use of data</li> <li>• A good reputation</li> </ul>
Key bodies and processes	<ul style="list-style-type: none"> <li>• Referral to the Group's ombudsman</li> <li>• Consultation meetings and focus groups on specific issues, round tables</li> <li>• Periodic surveys, including the SMART survey</li> <li>• Testing of new products and services</li> </ul>

## EMPLOYEES AND THEIR REPRESENTATIVES

Specific stakeholders in direct contact with the Group	<ul style="list-style-type: none"> <li>• Employees of the Group, especially La Poste employees</li> <li>• Trade unions (CFDT, CFTC, CGT, FO, SUD and UNSA), employee representatives in subsidiaries and union representatives or their equivalents in foreign entities</li> </ul>
Relationship history	<ul style="list-style-type: none"> <li>• Representation on the Board of Directors (one third of its members) and on the Quality and Sustainable Development Committee</li> <li>• Regular consultation processes with employees since 1988</li> <li>• Dialogue with trade unions and consultative and negotiation bodies</li> <li>• Workplace mediator since 2012</li> <li>• Centralised grievance handling (by e-mail) since 2011 and whistle-blowing system for ethics and discrimination issues</li> <li>• Participatory innovation systems since 1996</li> </ul>
Main expectations	<ul style="list-style-type: none"> <li>• Quality employment and working conditions (health, safety, well-being)</li> <li>• Participation in the Group's development</li> <li>• Boosting employability and supporting professional projects</li> <li>• Equal employment and career development opportunities, recognition of work and skills</li> <li>• Transparency in employee relations</li> <li>• Involvement in CSR activities</li> </ul>
Key bodies and processes	<ul style="list-style-type: none"> <li>• Employee representative bodies (workshops, monthly and management meetings)</li> <li>• Employee satisfaction and CSR surveys</li> <li>• Qualitative and quantitative assessment groups</li> <li>• Regular Espaces temps communication meetings between managers and their teams</li> <li>• Referral to the worklife mediator or centralised grievance handling system</li> </ul>

## SUPPLIERS AND SUBCONTRACTORS

Specific stakeholders in direct contact with the Group	<ul style="list-style-type: none"> <li>Contractual relations with over 40,000 suppliers and subcontractors</li> </ul>
Relationship history	<ul style="list-style-type: none"> <li>Based on the contractual agreement</li> <li>Since 2014, joint efforts addressing key topics of work with the signatories of the Dynamic Alliance for the social and solidarity economy (SSE)</li> </ul>
Main expectations	<ul style="list-style-type: none"> <li>Early-stage cooperation right across the value chain to determine a solution fitting La Poste's needs</li> <li>Regular discussions to jointly build the value chain</li> <li>Contract bidding requirements that give everyone a chance while promoting CSR commitments</li> <li>Fair and long-lasting relationships</li> <li>Compliance with contractual commitments and payment deadlines</li> <li>Support and promotion of CSR commitments</li> <li>Commitment from La Poste alongside its suppliers to support innovation</li> </ul>
Key bodies and processes	<ul style="list-style-type: none"> <li>Responsible Purchasing Charter and specifications</li> <li>Codesign and development of equipment with suppliers and employees</li> <li>Working group with SSE suppliers</li> <li>Supplier round table and periodic supplier survey introduced from 2017</li> </ul>

## ELECTED OFFICIALS AND LOCAL AND REGIONAL AUTHORITIES

Specific stakeholders in direct contact with the Group	<ul style="list-style-type: none"> <li>All local, national and European elected officials</li> </ul>
Relationship history	<ul style="list-style-type: none"> <li>For more than 15 years, the Group has formally defined and implemented procedures and processes to build an effective dialogue with local elected representatives</li> <li>Business relationships and partnerships are being developed throughout France</li> </ul>
Main expectations	<ul style="list-style-type: none"> <li>Compliance with public service commitments and regulations</li> <li>Strong local presence, especially in rural and underprivileged areas</li> <li>Digital mediation, accessibility of public services</li> <li>Involvement in local projects for sustainable development (local climate plans, regional climate-air-energy plans, city policies and rural development)</li> <li>Providing input on policies for employing marginalised individuals</li> </ul>
Key bodies	<ul style="list-style-type: none"> <li>CDPPT (departmental committee on postal services)</li> <li>Associations of elected officials and local authorities partnering with La Poste: AMF, AMRF, APVF, ANEM, ADCF, ADF, France Urbaine, Régions de France, Villes de France, ANN, Villes Internet, Fédération des parcs naturels régionaux and OFII</li> </ul>
Key processes	<ul style="list-style-type: none"> <li>A member of the Board of Directors, appointed by decree upon a proposal of the Chairman of the AMF (Association of Mayors of France), represents French municipalities</li> <li>Partnership agreements</li> <li>Annual meeting of parties to the public service Coverage agreement (high-level monitoring committee)</li> <li>National Observatory of Postale, periodic and occasional surveys, regular meetings with elected officials and government agencies, particularly with the Group's Chairman</li> </ul>

## OTHER COMPANIES AND GROUPS

Specific stakeholders in direct contact with the Group	<ul style="list-style-type: none"> <li>Partnerships with, or member of numerous business associations, such as EpE, AFMD, CDDEEP, Afep-Medef, CGPME, IMS, C3D, EDH, ObsAR, Entreprise et Personnel, Club des entreprises centenaires, Cercle éthique des affaires, IFPEB, Observatoire de l'immobilier durable and RE 100</li> </ul>
Relationship history	<ul style="list-style-type: none"> <li>Collaborative work for several years</li> </ul>
Main expectations	<ul style="list-style-type: none"> <li>Practice-sharing and common policy decisions or commitments</li> <li>Development of shared tools and methods</li> <li>Joint resolution of implementation issues</li> <li>Respecting fair competition rules</li> <li>Involvement with corporate governance</li> </ul>
Key bodies and processes	<ul style="list-style-type: none"> <li>Working groups</li> <li>Representation on the governance bodies of partner employer organisations</li> <li>Bilateral and multilateral dialogue</li> <li>Production of white papers, research, summaries and tools</li> </ul>

## NON-PROFIT PARTNERS (NGOS AND OTHER NON-PROFIT ORGANISATIONS)

Specific stakeholders in direct contact with the Group	<ul style="list-style-type: none"> <li>FNE, WWF, FNH, Zero Waste, Human Rights Watch, France terre d'asile, Transparency International, E2C, NQT, La Banque Postale non-profit partners and many other local partners</li> </ul>
Relationship history	<ul style="list-style-type: none"> <li>Regular contact for several years</li> </ul>
Main expectations	<ul style="list-style-type: none"> <li>Openness to dialogue and cooperation, and long-term approach to this dialogue</li> <li>Fair balance between public service missions and profitability targets</li> <li>Maintain trust and social ties amid increasing digitisation</li> <li>Transparency and reliability of practices and communication</li> <li>Guaranteed compliance with regulations and business ethics</li> <li>Universal access to services</li> </ul>
Key bodies and processes	<ul style="list-style-type: none"> <li>Partnerships based on corporate philanthropy agreements, participation in governance or in annual or semi-annual bilateral progress reviews</li> <li>Working groups, preparation of formal opinions, signature of charters and manifestos</li> </ul>

## MULTI-PARTY STAKEHOLDER ORGANISATIONS

Specific stakeholders in direct contact with the Group	<ul style="list-style-type: none"> <li>Comité 21, Institut national de l'économie circulaire, AVERE, ORSE, Orée, Club Green IT, La Fabrique écologique, Fondation nationale entreprises et performances, chambers of commerce and industry, etc.</li> </ul>
Relationship history	<ul style="list-style-type: none"> <li>Institutional relationship, corporate philanthropy agreements or direct membership</li> </ul>
Main expectations	<ul style="list-style-type: none"> <li>Request for dialogue with the Group, information and feedback pertaining to the commitments made</li> <li>Request for participation in public interest work, making commitments relating to the sustainable development topics</li> </ul>
Key bodies and processes	<ul style="list-style-type: none"> <li>Working groups and bilateral progress meetings</li> <li>Partnership agreements, charters and manifestos</li> <li>Election of 31 employees in departmental chambers of commerce and industry</li> </ul>

## 2.2.3 STAKEHOLDER CONSULTATION

Each year, La Poste canvasses five target groups using the independent brand and transformation survey SMART. Three times a year, the Group measures how its actions and performance are perceived by a panel of experts, customers, company executives and elected officials.

In 2018, the diversification of products and services and the pledge to simply life were highlighted, particularly by local authorities. They also recognised La Poste's role in addressing the issues around ageing, public communication and the range of loans offered by La Banque Postale.

According to the results of the 2018 survey, La Poste's contribution to the environmental transition is fully recognised. The most visible facet of this is La Poste's new vehicle fleet.

Elected officials were among those who knew about La Poste's community initiatives through the regional magazine Posteo, which has a circulation of 55,000 copies. A reader satisfaction survey is planned for 2019 to make this publication more relevant.

## 2.2.4 EMPLOYEE CONSULTATION ON STRATEGY AND PARTICIPATORY INNOVATION

The Group encourages its 250,000 employees to adapt the Group's strategy for their business line. Collective intelligence is tapped via different innovation programmes and through intrapreneurship. This showcases employee talent and contributes to the Group's process of continuous improvement.

Employees are closely involved in participatory innovation, a long-standing initiative at La Poste. A total of seven national challenges and 25 regional challenges enable them to contribute to the ongoing improvement of practices.

The Group's inclusive approach acts as an effective operational lever:

- the programme of the Services-Mail-Parcels business unit is integral to the excellence system. Since 1 February 2019, this has been overseen by the director's general secretariat;
- the programme of La Banque Postale and La Poste Network seeks to improve customer satisfaction and the customer experience. It is overseen by the Customer Experience Department.

After brainstorming on how to improve quality and relevance, the Group is working on the design of a new SharePoint environment. This will be operational for the Services-Mail-Parcels business unit from March 2019.

The various challenges increase the effectiveness of the Group's local approach, involving 22,204 employees from its two core businesses (Services-Mail-Parcels and La Banque Postale/La Poste Network). This equates to 12.82% of the Services-Mail-Parcels and Network population combined.

### 2.2.4.1 Participatory innovation

SINCE 2009, THE GROUP'S EMPLOYEES  
HAVE SUBMITTED AROUND

**79,000** ideas

OF WHICH

**2,892**

WERE IN 2018

	Services-Mail-Parcels	LBP/La Poste Network	2018 Total
Ideas	364	1,055	1,419
Best practices	658	815	1,473
<b>TOTAL</b>	<b>1,022</b>	<b>1,870</b>	<b>2,892</b>
Nationwide challenges	5	2	7
Local challenges	5	20	25
<b>TOTAL</b>	<b>10</b>	<b>22</b>	<b>32</b>

### 2.2.4.2 Intrapreneurship: 20 projects for 2020

In 2014, Le Groupe La Poste launched its intrapreneurship programme "20 projects for 2020" to encourage employees to play an active role in the Group's transformation.

The programme invites them to submit an innovative new business idea for the Group, based on one of eight themes. The winners are assigned to work full-time on their new project for 3 to 12 months. The programme's aim is to act as an effective accelerator of in-house start-up.

Between 2014 and 2017:

- more than 3,000 Group employees took part;
- more than 1,000 projects were submitted;
- 15 winning projects were selected;
- 2 projects from 2017 are still in incubation, while others are being spun off;
- 2 Group subsidiaries were created in early 2019: Tripperty and Kidscare.

In 2018, the Group launched a new platform enabling candidates to submit projects year-round. 56 projects were created and 6 were selected, partly in boot camps.

## 2.2.5 INTEREST REPRESENTATION AND PARTICIPATION IN INDUSTRY DEBATE

### 2.2.5.1 La Poste takes action

#### Worldwide

The interests of Groupe La Poste are, for the most part, defended by the **Universal Postal Union (UPU)** and its restricted union, **PostEurop**. La Poste also belongs to the **International Post Corporation (IPC)**, an industry body giving a collective voice to the world's major postal organisations. The IPC provides leadership in the areas of service quality, interoperability, climate commitments and research.

After the Paris Agreement on climate change was signed in 2015, IPC joined the Science Based Targets movement and committed to reducing greenhouse gas emissions by 20% per letter and parcel delivery by 2025, from the base year of 2013 (scopes 1, 2 and 3). In 2017, Le Groupe La Poste (La Poste SA, GeoPost and La Banque Postale) joined the Science Based Targets Initiative. It is working to submit a carbon trajectory in 2019 which is compatible with the Paris Agreements (see Chapter Environmental Transition).

#### In Europe

Since 1993, La Poste has maintained a representative office in Brussels responsible for monitoring issues that concern the European Union. The office represents the Company and defends its interests with the EU institutions. La Poste is registered on the European Union's Transparency Register. It is also assisted by a specialised consulting firm.

In 2018, lobbying focused on traditional European postal issues, the digitalisation of the economy and new rules for global e-commerce.

- La Poste closely monitors changes in the postal legislative framework. In May 2018, the EU regulation on cross-border

parcel delivery services was finally adopted. La Poste has actively monitored the measures implementing this regulation. It was also involved more generally in studies prior to the evaluation of the legislative framework for postal directives.

- As its business has evolved, La Poste has become more engaged with issues surrounding the digitalisation of the economy. These include, for example, the revision of the Privacy and Electronic Communications directive, the re-use of public sector data and the taxation of the digital economy.
- As cross-border e-commerce has grown, La Poste has monitored the drafting of implementing regulations for the EU Customs Code. It has also examined the provisions of the VAT directive on e-commerce.

It monitors social issues and emerging digital issues such as artificial intelligence, blockchain and cybersecurity.

The representative office has also followed the negotiations for the United Kingdom's exit from the European Union, in a bid to predict the impact on the Group's activities.

These topics were presented to MEPs at a dinner debate held at the European Parliament in Strasbourg on 14 March 2018.

In September 2018, the Group's Chairman and Chief Executive Officer also travelled to Brussels to attend the meeting of European postal executives with the European Commission Vice-President in charge of the digital single market. The meeting was organised by PostEurop, the European public postal operators association. During the meeting, participants exchanged views on current issues relating to the development of the digital single market, in particular e-commerce and the end of geoblocking, as well as on future developments affecting the markets and postal operators.

## In France

In France, the Group has set up a Parliamentary monitoring process. This allows the Company's entities to jointly assess the impact of the bills presented to Parliament. Regular discussions are held with French MPs to discuss the 2020 postal strategy. These discussions are held during informal breakfasts at the Group's headquarters on the invitation of the Chairman and Chief Executive Officer. La Poste also partners with national associations that act for elected officials and local authorities.

In response to the provisions of France's "Sapin II" Law regarding the representation of interests, La Poste has bolstered its corruption prevention plan.

As such, La Poste has introduced initiatives to promote responsible institutional relations, in line with the values set out in its reference guide to ethics and professional conduct and in its representation of interests charter:

- mapping of the various influencing actions within the Group;
- awareness-raising and education of the relevant roles;
- coordination of national and local initiatives;
- development of a guide for elected representatives, also rolled out at the regional level.

Moreover, as part of its ethical approach, in order to establish a dialogue with the bodies that oversee lobbying, Le Groupe La Poste has appointed a contact person in accordance with the recommendations of France's High Authority for Transparency in Public Life (HATVP).

Similarly, Le Groupe La Poste has been identified as one of the first 200 companies, associations and consulting firms in France to have declared its lobbyists. As such, the following individuals were declared to comply with the regulations: Yannick Imbert (Group director of regional and public affairs), Smara Lungu (Regional and Parliamentary Affairs Delegate), Vincent Moule (Director of institutional relations and regulatory affairs), Philippe Regnard (Group Director of Institutional Relations - Digital Services), Camille Perez (Parliamentary monitoring and research officer).

Finally, with a view to declaring lobbyists at the local level (1 July 2021), the Group intends to enhance its cooperation with and investment in Transparency International.

## At the local level

La Poste's Chairman and Chief Executive Officer has appointed Group representatives responsible for relations with local stakeholders (elected officials, institutions, non-profit organisations, socio-economic actors, etc.). These representatives are:

- the Group's regional representative, for each region;
- the local relations officer, for each administrative department.

Their role is to ensure that the Group upholds its commitments to these stakeholders. The Group's representatives must also support its transformation, especially with the roll-out of new postal services designed to serve the public interest and meet new societal needs.

For its part, La Banque Postale is now the leading bank lender to local authorities. It maintains ties with local public-sector stakeholders via a local Finance Steering Committee made up of elected officials, former MPs and subject experts. The Committee performs planning, monitoring and advisory activities (risk assessment, monitoring new developments, proposing new services, etc.). It also draws on the expertise of its Research division to monitor local finances and their development.

### La Poste representatives elected to chambers of commerce

During the 2016 elections, La Poste fielded candidates from the Company to run for office in chambers of commerce. There are now 31 Group employees representing La Poste within regional and local chambers of commerce in France.

### Under French law, companies are prohibited from participating in political activities

La Poste does not fund any political party in any way whatsoever. It also makes sure that its policy positions take the interests of all stakeholders into account and that the elected officials of all democratic parties are dealt with respectfully.

## 2.2.5.2 La Poste takes a stance

### Participation in government consultations

In 2018, La Poste is contributing to the development of the French government's roadmap for the circular economy.

For example, La Poste was involved in the national task force on the regional coordination of the roadmap. The task force was led by Antoinette Guhl, Deputy Mayor of Paris. Its members included ministries, local councils, the French Environment and Energy Management Agency (ADEME), non-profit organisations and business federations.

In addition, Pascale Ghio, Chief Executive Officer of Nouvelle Attitude, a subsidiary of Le Groupe La Poste, was appointed by the French Ministry for the Environmental and Inclusive Transition as one of the nine ambassadors of the circular economy. She was thus able to represent the Group, the circular economy and the social and solidarity-based economy during the roadmap's development.

## Examples of public positions adopted in 2018

For the preparation of the **road map of the French Circular Economy (FRC)**, La Poste supports the principle of an action to coordinate the environmental, socio-economic and territorial aspects of all stakeholders.

La Poste argues that the future of the tax system must be based on joined-up thinking and a joined-up strategy, together with an impact assessment. A tax system and regulations that are defined over the medium and long term give visibility to all economic actors and act as an incentive. One of the requirements initially would be to pinpoint the minimum criteria based on which goods or services can be regarded as contributing to the circular economy.

La Poste takes the view that public procurement can offer tremendous leverage for engaging the economic system in the transition to the circular economy and for enabling this to be scaled up. Depending on their requirements, each region should make the appropriate arrangements so that a local ecosystem can develop.

The leverage might take different forms:

- logistics, deliveries and organisations to create short supply chains and local loops;
- local currencies;
- authorisation to run pilot schemes;
- help with building customer communities to develop new markets.

## ASSOCIATIONS AND THINK TANKS OF WHICH LE GROUPE LA POSTE IS A MEMBER

Organisation name	Main areas of focus and work by Le Groupe La Poste, its business units and subsidiaries in 2017
<i>Fondation nationale entreprises et performances (FNEP)</i>	Contribution to FNEP's creation of the concept and the "#sobériser" association, innovating to create a sustainable world and adding value to the Group's simplification
<i>Fabrique Écologique</i>	Participation in thought on the jobs of the future brought by the energy transition and on La Poste's role as an employer
<i>Laboratoire de la mobilité Inclusive (LMI)</i>	Secondment of a member of the SC Department of Le Groupe La Poste, to work as a skills-based volunteer for the inclusive mobility lab LMI Proposals to facilitate inclusive mobility, made during the French government's Assises de la mobilité consultation
<i>Institut national de l'économie circulaire</i>	Re-election to the board and committee of the association Jointly developed the position of the INEC on the government's Circular Economy Road Map Chaired the working group "The indicators of the circular economy for businesses", published in French and English Partnership for the Awards Ceremony at the French Ministry for the Ecological and Inclusive Transition, presented award for local authorities Headed up a delegation of French businesses to Scotland at the annual international gathering on the circular economy
<i>Entreprises pour l'environnement (EpE)</i>	Co-ordination of a prospective analysis of scenarios for full carbon neutrality in France by 2050 (called "Vision ZEN 2050", with "ZEN" standing for zero net emissions) Chaired "The indicators of the circular economy for businesses" working group, published in French and English
<i>Association française des managers de la diversité (AFMD)</i>	Contribution to the interministerial dialogue about efforts to combat employment discrimination initiated by the national rights mediator Seeing that laws and regulations afford equal opportunities
<i>AVERE-France</i>	Groupe La Poste is represented in the Board, the institutional relations committee and within thematic groups Lobbying for the electric vehicle sector in the context of the transport framework bill Secured the international symposium EVS 32 in Lyon 2019
<i>Club développement durable des établissements et entreprises publics (CDDEEP)</i>	Participation in plenary sessions and working groups on the UN's SDGs Participation in the CDDEEP's proposal for the French government's Assises de la mobilité consultation
<i>Club des voitures écologiques and last delivery mile Club (led by Compublics)</i>	Monitoring of the mobility guidance bill Participation in national and European-level parliamentary breakfasts Contribution to the CVE and CDKL strategies Representing Le Groupe La Poste and PostEurop at the Ever Forum in Monaco
<i>Institut français pour la performance du bâtiment (IFPEB)</i>	Poste Immo competes in the CUBE 2020 contest and contributes to workshops on energy flexibility, on lifecycle analyses and the E+C- label for high energy, low carbon buildings
<i>"Large users" group, Observatoire de l'immobilier durable (OID)</i>	Poste Immo is a participating member and a Board member Practice-sharing and promoting sustainable development in real estate Contribution to the annual publication of indicators tracking the environmental performance of service-sector buildings

World Wide Fund for Nature France (WWF France)	Partner for the launch of the application WAG - We Act for Good. Use of WAG as the main theme in the CSR Communication Plan (themed weeks) Brainstormed and offered expertise on the circular economy, contributing to developing the Group's policy (three priority resources). Discussions on analysing the flow of materials Discussions on a last mile delivery LCA Produced videos on green IT for internal circulation
Le Rameau	Dynamic Alliance research and support
Zero Waste France	Sponsored the publication of the guide to zero office waste Sponsored the Zero Waste Festival in 2018; jointly organised evening workshops in the regions on the theme zero office waste
Green IT Club	La Poste is one of the Club's founding members Worked on the WeGreenIT study Published the white paper "From Green IT to sustainable digital services" Introduced a Sustainable Digital Services Label
France's Federation of Regional Natural Parks ( <i>Fédération des Parcs Naturels Régionaux de France - FPNRF</i> )	Promoting and working on developing local activity and appeal, creating new forms of presence, new types of mobility and reducing energy consumption.

### 2.2.5.3 La Poste improves its practices for an exemplary postal sector

#### Cooperation agreement between Le Groupe La Poste and Groupe Barid Al Maghrib (Moroccan postal services)

La Poste and Barid Al-Maghrib (BAM) have signed a cooperation agreement on sustainable development. The five-year agreement was signed in 2012 and renewed in July 2017. Under the new agreement, teams from both groups redesigned the CSR roadmap and gave it concrete objectives. A new CSR implementation agreement was signed in April 2018.

BAM's priority is to create a second-hand ecosystem for electric cars. At its request, Le Groupe La Poste's Societal Engagement Department is preparing a service offering. It is examining the potential applications for electric vehicles for the Moroccan postal service, the volume and the types of vehicles targeted.

#### Supporting Tunisia's postal services

A project to support La Poste Tunisienne ran from May 2016 to February 2018. It was funded by the European Union. The aim was to assist the Tunisian postal operator in defining its strategic framework and implementing its transformation. La Poste is providing the Tunisian postal operator with support in:

- developing its services;
- adapting its organisation and operations;
- modernising its infrastructure;
- developing the skills of its employees.

Le Groupe La Poste provided technical and business support in association with Expertise France, an international agency for technical cooperation.

More than 157 man-days of technical support have been provided by experts from Le Groupe La Poste.

A new agreement was signed in December 2018. This covers the digital transition, training, opportunities for cooperation to develop e-commerce and better coordination on multilateral topics, including the Universal Postal Union.

## 2.3 CSR policy : group commitment pillar

Le Groupe La Poste defines its priority action areas and their related policies. The Group relied on ISO 26000 and the GRI Standards, together with stakeholder consultation.

### 2.3.1 TWENTY PRIORITY ACTION AREAS

The Group and each of its business units conducted a materiality analysis in 2014, which was updated in 2016. The purpose of the analysis is to identify the priorities for its CSR policy and to guide its transformation process.

The materiality analysis is aligned with two major international benchmarks:

- ISO 26000, for the identification of the Group's specific action areas;

- the GRI Sustainability Reporting Guidelines, for the classification of action areas according to their importance.

This analysis was developed in close consultation with representatives from each stakeholder category in the Group, as listed on page 36 onwards.

The Group has thus identified 20 priority action areas, in view of its responsibility throughout the entire value chain:

Communities/social and regional cohesion	Environment/environmental transitions	Responsible and ethical digital services	Customers/customer satisfaction	Employees/HR	Governance
Regional planning (SDG 11)	Energy (SDG 7 and 9)	Safety and security of property, people and data (SDG 3 and 12)	Responsible products and services (SDG 12)	Professional development (SDG 8)	Business ethics (SDG 16)
Social inclusion/solidarity (SDG 1, 4 and 10)	Climate (SDG 13)	Adapt products and services to new consumption methods and practices/ Digital Services included (SDG 12)	Responsible customer relations (SDG 12)	Working conditions, occupational health and safety (SDG 3 and 8)	Decision-making structure
Development of the local economy (SDG 8)	Air quality and living conditions (SDG 15)	Responsible use of data/digital ethics (SDG 12)		Quality of life at work and labour relations (SDG 8)	Transparent decision-making process
Responsive purchasing (SDG 8)	Circular economy and resource management (SDG 12 and 15)			Human rights and diversity management (SDG 5 and 8)	

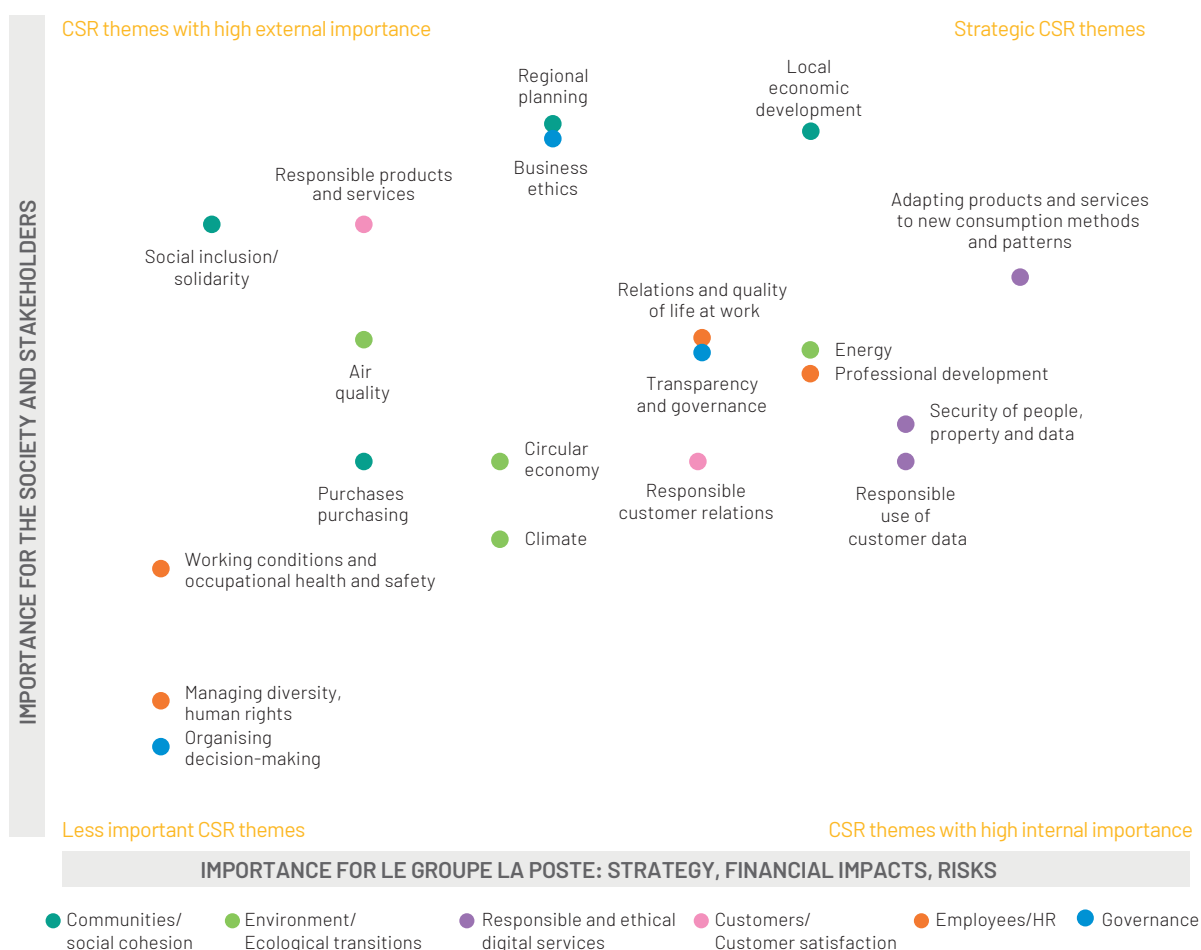
## 2.3.2 MATERIALITY MATRIX

The positioning of each aspect on the materiality matrix was determined with respect to the following:

- for the "Importance for society and stakeholders" axis: the importance of the contribution to the SDGs and stakeholder expectations;
- for the "Importance for Le Groupe La Poste: strategy, financial impacts, risk" axis, the aspect's strategic importance, its financial impact for the Group and its identified level of risk, such as financial, reputation and legal risk.

To reflect the changing expectations of stakeholders regarding economic, environmental and societal issues, the materiality matrix will be updated in 2019. Work on stakeholder dialogue required for this purpose was undertaken in 2018.

### MATERIALITY MATRIX <sup>(1)</sup>



(1) Materiality matrix established in 2017 – Due to be updated in 2019

### 2.3.3 CSR PRIORITIES

Le Groupe La Poste's CSR policy is built around four pillars. The definition of these policies was based on stakeholder feedback and on the identification of priority action areas.

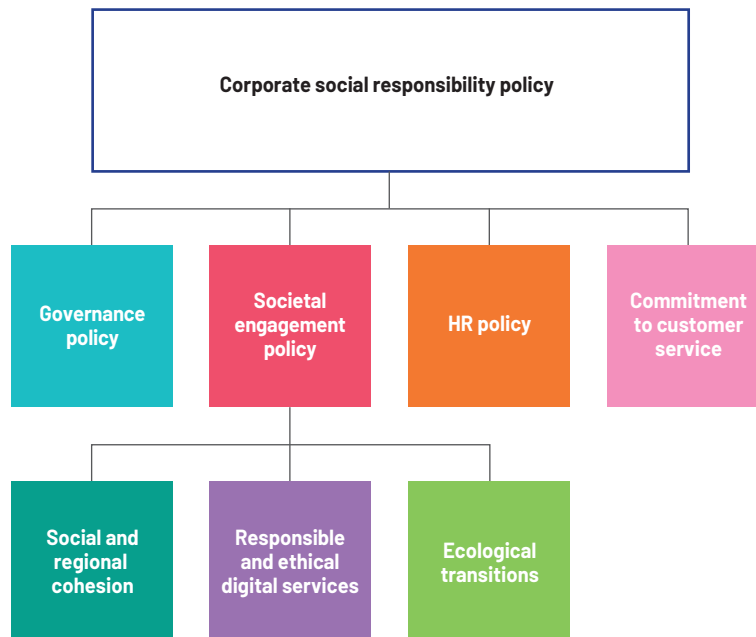
**Governance policy:** the Group is committed to establishing strong and ethical governance, being transparent in its practices and open to dialogue. The Group's instances provide strategic momentum and ensure that the interests of all Group stakeholders are taken into account.

**Human resources policy:** the Group's growth strategy is based on the rich diversity of its employees, who act as its driving force and personify the Group's commitment on a daily basis. As such, they must be the first to benefit from any change: La Poste's employee policy is one of the key levers of its transformation.

**Customer service commitment:** Le Groupe La Poste is committed to simplifying the lives of its customers. All over the country, postal workers offer human interaction, support and advice to the general public. They are first in line to witness changes in consumer trends. These changes require proper consideration of the responses needed to meet new expectations. The quality of relations between employees and customers is therefore analysed in detail, so that the products and services designed remain relevant.

**Societal engagement policy:** the three axes of the societal engagement policy correspond to the areas of societal transformation that are most conducive to value creation and where Le Groupe La Poste can get involved. First, the Group examined the wealth of initiatives previously undertaken. It then sought to define the impact it wanted to have on society while rallying its employees around it:

- **social and regional cohesion:** the Group's aim is to adapt its local presence and its services in response to changing lifestyles, and to partner local actors in initiatives to revitalise communities for the benefit of all their members, from the most entrepreneurial to the most vulnerable;
- the emergence of **ethical and responsible digital services:** for the Group, this means helping its customers to adopt new digital tools and using them as a means of social inclusion;
- **environmental transition:** for the Group, this means updating its tools, processes and behaviour to tackle urban congestion and pollution, and to consume more efficiently by using less energy and fewer resources by using less energy and fewer resources.



Le Groupe La Poste is developing a far-reaching approach to social and environmental responsibility that goes beyond managing constraints and compliance issues. With its positioning at the heart of society, the Group is bound by a real “Social Commitment” to support transformations.

Because Le Groupe La Poste's approach is focused on three priority areas that are central to key social transformation challenges and create value creation opportunities for the Group, its social policy is deeply rooted at the centre of its strategy.

In each of these three areas, La Poste's policy aims to both:

- Adapt its processes to flawlessly take into account societal challenges and constraints;
- Offer solutions and new services to help customers manage their own transitions.

In order to achieve this, the Group is drawing on its long-standing know-how and assets, and pursuing its tradition of innovation as a means of changing its entire ecosystem.



Le Groupe La Poste has defined three levels of engagement that enable it to commit to ongoing improvement:

- compliance, *i.e.* apply regulations and anticipate future changes;
- example-setting, *i.e.* lead the way in developing and implementing virtuous practices that position the Group as a leader in the field;
- bringing about change by uniting stakeholders in the ecosystem to build a more sustainable society.

Through its commitment to ongoing improvement, Le Groupe La Poste can:

- involve employees and stakeholders in its transformation;
- develop new markets and services that are universally relevant and consistent with the Group's values;
- tailor the growth model to make it more efficient and resilient.

## 2.4 Involvement and contribution of the business units and main subsidiaries

### 2.4.1 CONTRIBUTION OF THE BUSINESS UNITS AND SUBSIDIARIES TO THE THREE STRANDS OF THE ENGAGEMENT POLICY

The business units together with Poste Immo and Véhiposte – the two main subsidiaries of the Group's parent company – contribute to the Group's societal engagement policy. The table below illustrates their contributions to the three aspects of the engagement policy.

#### BUSINESS UNIT AND SUBSIDIARY CONTRIBUTIONS TO THE GROUP'S SOCIETAL ENGAGEMENT POLICY

The three axes of Le Groupe La Poste's societal engagement policy			
	Social and regional cohesion	Ethical and responsible digital services	Ecological transitions
<b>Services-Mail-Parcels</b>	<ul style="list-style-type: none"> <li>Building partnerships with ESS</li> <li>Accompanying the transition to the forestry and agricultural sectors with projects funded by carbon offsetting or the internal carbon tax</li> <li>Developing local services (Proxi range and partnerships), particularly those serving older customers</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring personal data protection and privacy</li> <li>Making it easier for older customers to access digital services</li> </ul>	<ul style="list-style-type: none"> <li>Contributing to the development of the circular economy with Recy'go</li> <li>Committing to carbon neutrality</li> <li>Reducing emissions (GHG, air pollutants) from transport and deliveries</li> <li>Offering customers solutions to accelerate the energy transition (Bemobi, Action habitat, etc.)</li> </ul>
<b>GeoPost</b>	<ul style="list-style-type: none"> <li>Taking action to protect and expand human rights worldwide</li> <li>Giving employees the opportunity to volunteer as drivers for non-profits or emergency services or to donate other skills through skills-based volunteering</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring personal data protection and privacy</li> </ul>	<ul style="list-style-type: none"> <li>Developing responsible urban delivery solutions – such as more efficient or greener deliveries – to improve everyday life</li> <li>Reducing emissions (GHG, air pollutants) from transport activities</li> <li>Committing to carbon neutrality</li> </ul>
<b>La Banque Postale</b>	<ul style="list-style-type: none"> <li>Providing financing to local authorities and local projects</li> <li>Encouraging employees to volunteer their time and skills</li> <li>Promoting responsible purchasing, Supporting regional projects through its internal carbon fund</li> <li>Developing the accessibility of banking and insurance services</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring personal data protection and privacy</li> <li>Developing digital banking and insurance services to make everyday life simpler</li> <li>Building partnerships for digital inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Environmental commitment: controlling the environmental impact of its activities</li> <li>Offering responsible products and services, such as green and SRI products</li> <li>Participating in financing the energy transition</li> </ul>
<b>La Poste Network</b>	<ul style="list-style-type: none"> <li>Developing local postal coverage adapted to needs</li> <li>Encouraging employees to volunteer their time and skills</li> <li>Assisting its most vulnerable customers in accessing the Group's services</li> <li>Developing responsible purchasing</li> </ul>	<ul style="list-style-type: none"> <li>Supporting customers in their transition to digital services</li> </ul>	<ul style="list-style-type: none"> <li>Optimising its environmental footprint</li> </ul>
<b>Digital Services</b>	<ul style="list-style-type: none"> <li>Assisting the digital transformation of businesses and entities</li> <li>Developing professional skills for hard-to-recruit digital sectors</li> </ul>	<ul style="list-style-type: none"> <li>Implementing the Data Charter and the GDPR</li> <li>Developing services to help consumers regain control over their data and trust in their exchanges and transactions.</li> <li>Developing the accessibility of digital services for all</li> </ul>	<ul style="list-style-type: none"> <li>Optimising its environmental footprint</li> <li>Developing ecosocial software design</li> </ul>

The three axes of Le Groupe La Poste's societal engagement policy			
	Social and regional cohesion	Ethical and responsible digital services	Ecological transitions
Poste Immo	Developing real estate innovation Developing purchases from the sheltered sector	Developing smart building management	Developing energy-efficient and less carbon-intensive buildings, especially by using renewable energy sources Demanding that suppliers meet the highest environmental and employment standards Recycling construction and demolition waste Developing biodiversity
Véhiposte	Working with companies in the sheltered sector Upholding minimum working conditions in the Company as well as at partners and subcontractors	Developing expertise in sector innovations	Incorporating environmental criteria into vehicle procurement specifications Monitoring technological developments in the field of biofuels and alternative energies Build up fleets of electric bicycles for local authorities and companies.

## 2.4.2 INVOLVEMENT OF THE BUSINESS UNITS AND MAIN SUBSIDIARIES

### 2.4.2.1 Involvement of Poste Immo, the real estate company of Le Groupe La Poste

Because half of its real estate portfolio is more than 50 years old and it has an annual energy bill of €100 million, Poste Immo bears considerable environmental, social and financial responsibility. However, this is also an opportunity to create value, by treating the environment as a catalyst for growth and competitiveness. Poste Immo's CSR policy fully aligns with the Company's "Horizons 2020" strategic plan. It is divided into two parts:

#### Sustainable property management

**In the "Energy and carbon" focus area,** Poste Immo undertakes to drive the energy transition by developing sustainable buildings to encourage the emergence of a more energy-efficient, less carbon-intensive society. the Company has set a target to reduce its real estate portfolio's energy consumption by 15% and its greenhouse gas emissions by 25% by 2020<sup>(1)</sup>.

**In the "Natural resources" focus area,** Poste Immo undertakes to promote a global approach and the sustainable use of natural resources to encourage society's shift toward new models of production and consumption. the Company has set a target to recycle 80% of non-hazardous construction and demolition waste by 2020<sup>(2)</sup>.

#### A socially responsible company

##### Under the "Employees" pillar:

- promote best practices in employability, skills and talent management, integrity, ethics, equality and diversity;
- Poste Immo tracks two key performance indicators: employee satisfaction rate and internal mobility rate.

For example, the Company plans to test new forms of work organisation and urban mobility to help improve the working environment. It aims to foster participatory collaboration and social innovation.

##### Under the "Innovation and openness" pillar:

- Poste Immo is committed to innovating and developing an ecosystem that encourages progress for stakeholders, for example, by keeping pace with developments in the real estate sector in the digital age;
- Poste Immo tracks two key performance indicators: the percentage of converted pilot schemes and the number of active partnerships.

In 2018, as in 2017, the priorities in terms of responsible real estate focused on:

- sustainable energy management: a very important contribution to the Group's EMS and the deployment of the SOBRE solution for the buildings concerned;

(1) In kW of final energy, reference year 2011

(2) The 2008 EU Waste Framework directive set a target for member states for the recovery of 70% by weight of inert and non-hazardous construction and demolition waste by 2020. France transposed this objective in its law on the energy transition for green growth.

- the consumption of self-produced photovoltaic energy tested 10 pilot power plants;
- the management of construction waste: finalise pilot construction sites before rolling out the approach to all Poste Immo sites in 2019 (updating the specifications and awareness actions for the teams).

### 2.4.2.2 Involvement of Véhiposte, the Group's vehicle fleet manager

Véhiposte furthers the Group's objectives by providing technological intelligence on biofuels and renewable energy. The subsidiary relies on numerous partnerships to make its service more environmentally friendly. Véhiposte incorporates new technologies across the entire fleet management value chain. It expresses its commitment through concrete and measurable actions:

- inclusion of environmental criteria in vehicle purchasing specifications, e.g. CO<sub>2</sub> emissions, percentage of vehicle re-use, etc.;
- reducing the carbon footprint by developing local maintenance and repair networks;
- technological intelligence on biofuels and alternative energy;
- development of expertise in industry innovations (green fuel, low rolling resistance tyres, water-free washing);
- training in eco-driving and responsible driving, while improving driver safety by means of connected vehicles;
- a significant increase in the percentage of clean vehicles in the Group's fleet: three- and four-wheeled electric vehicles, long-wheelbase electric vans, gas-powered vans, prototypes of multi-fuel vehicles with modular volume;
- upholding minimum working conditions in the Company, as well as at its partners and subcontractors.

### 2.4.2.3 Involvement of the Services-Mail-Parcels business unit

**"In 2018, we continued to integrate our CSR approach in all our systems, in carrying out our projects and in training our employees. CSR is a powerful lever for creating value. This continuous improvement process underpins our strategy and economic performance, as well as our commitment to our employees."**

**Philippe Dorge**

Executive Vice President  
Chief Operating Officer of the Services-Mail-Parcels business unit



The Services-Mail-Parcels business unit faces significant challenges related to its transportation activity, its large share of the Group's workforce and the profound changes taking place in society. In 2015, this business unit defined its CSR policy for the period to 2020, built around the four commitments described below.

In 2017, CSR criteria were included in the business unit's system of excellence, in the same way as financial criteria. These CSR criteria are therefore becoming everyday working standards for employees. Initial feedback was received at the end of 2018: 200 sites assessed their CSR maturity and more than 57,000 employees received online training on how to be a CSR proponent and ambassador. In addition, as a follow-up to the Group's commitment (see page 106), the Services-Mail-Parcels business unit has revised its carbon trajectory to 2020 and is now targeting a reduction in its emission of 20% in 2020 relative to 2013 levels. It is also currently modelling its Science-Based Targets climate roadmap for 2025.

**Take action to protect resources and the climate and contribute to the energy transition**, in particular by increasing the share of vehicles with low greenhouse gas emissions and particle emissions in the fleet, by training employees to adopt eco-driving habits and by contributing to the circular economy.

**Offer customers sustainable solutions**, including the "Lettre Verte" (green mail), Recygo office waste collection service, ecomobility solutions, energy renovation solutions with Action Habitat and energy management with SOBRE. Since 2012, the business unit also ensures the complete carbon neutrality of all its products and services.

**Contribute with stakeholders to regional environmental and societal performance.**

The business unit creates partnerships with enterprises in the social and solidarity economy, helping people with special difficulties in finding employment to return to work. It also involves local authorities and communities in its carbon offset scheme, etc... The development of services operated by postal workers and solutions dedicated to seniors also contribute to regional appeal.

**Develop employee skills and keep them healthy to make the transformation a success.** The business unit implements policies to keep disabled persons employed and rolls out innovative programmes to protect employee health and prevent unfitness for work, while integrating diversity at all levels and in all the business unit's projects.

## 2.4.2.4 Involvement of GeoPost: the DrivingChange™ programme

“We have set ourselves the daily challenge to combine operational excellence, customer satisfaction and the deployment of sustainable solutions for an effective environmental transition. The CSR goals of Geopost/DPDgroup are closely linked to our business and have a direct and positive impact, such as our commitment as market leader, to achieve carbon neutrality at no additional cost to our customers. The purpose of our numerous initiatives related to responsible urban logistics

is to position the Group and its teams as delivery experts, helping to reduce city-centre pollution and congestion.”

**Paul-Marie Chavanne**  
Executive Vice President  
Chairman of GeoPost



2

GeoPost underlined its CSR commitment by launching the DrivingChange™ programme in 2016. This programme covers the areas closest to its core business line in a pragmatic and efficiency seeking approach.

GeoPost is a signatory of the 10 principles of the United Nations' Global Compact. The first "Communication on Progress" on the application of the Global Compact was assessed at the "Active" level illustrating the relevance of the actions taken.

In line with the Group's commitment, GeoPost defined its climate map roadmap within the scope of the "Science-Based Targets" initiative. The project was submitted for approval at the end of 2018.

The DrivingChange™ Programme is underpinned by four main areas of action:

**Carbon neutrality commitment:** to make each delivery carbon neutral for all customers without additional cost. This carbon neutrality draws on three levers: the measurement of green house gas (GHG) emissions, their reduction and the offsetting of the remaining emissions linked to transport. GeoPost has set itself a target to reduce GHG emissions created by road transport by 10% per parcel by 2020, relative to 2013 levels. It achieved this target from 2016 through several concrete actions:

- the optimisation of mail rounds;
- the deployment of innovative delivery solutions such as Predict and Pickup;
- greater use of vehicles powered by alternative fuels and "soft" delivery methods;
- offsetting emissions by financing clean and renewable energy projects by purchasing carbon credits, with the support of EcoAct.

**Responsible urban deliveries:** Improve urban life by offering more environmentally-friendly transport solutions. Concrete actions have been taken to reduce urban congestion and local pollution:

- measure the environmental impact of the logistic activities of GeoPost and its vehicles in town centres;
- innovative delivery services to boost successful delivery rates from the first call;
- give customers the possibility to choose and modify the place and date of delivery of their parcel.

**Innovative entrepreneurship:** support local company development by sharing GeoPost's expertise and entrepreneurial spirit.

GeoPost's expansion is largely due to the acquisition of local companies that are specialists in parcel delivery and possess a strong company culture. The "Intrapreneurial" initiative: the support and employee training GeoPost gives its local partners.

**Enterprise and civil society:** supporting and assisting civil society through local action. The aim of GeoPost is to make a positive contribution to civil society by giving its employees the opportunity of getting involved in numerous actions in two main areas: solidarity transport and skills-based volunteering, in areas other than transport.

### 2.4.2.5 Involvement of La Banque Postale

“Throughout the country, La Banque Postale responds with the same high standard to the needs of all French people, businesses, communities and associations. Banking inclusion is still central to our public service mission, with our support plan deployed initially in 300 post offices. Our commitment also paves the way for new responsible practices via our asset management subsidiary, that will be the first player in the world to have adopted a 100% socially responsible investment (SRI) management approach by 2020. The commitment of our corporate and investment bank, our range of green loans and our innovative digital platform launched in 2018 are concrete steps that have also helped to put La Banque Postale on the podium of the global banks for its extra-financial performance.”

**Rémy Weber**

Executive Vice President  
Chairman of the Management  
Board of La Banque Postale



Since 2018, La Banque Postale’s CSR policy has been structured around four commitments centred on its stakeholders:

- commitment to customers;
- commitment to employees;
- commitments to society and local communities;
- commitments to the planet.

The CSR policy consists of 13 priority tasks, each divided into dedicated projects and supported by follow-up indicators and qualitative or quantitative objectives, as shown in the table below:

#### COMMITMENTS OF LA BANQUE POSTALE

Commitments	Tasks
Commitments to customers	Ensure that everyone has physical and digital access to financial products and services
	Build a customer relationship based on ethics and quality
	Design and deliver a sustainable product and service offering
	Introduce systematic, robust management of extra-financial risks
Commitments to employees	Offer support for staff mobility and training
	Ensure quality of life at work and employee well-being
	Provide equal opportunities for recruitment, career progression and promotion
Commitments to society and local communities	Enable growth of the local economy and communities
	Maintain a responsible purchasing policy with suppliers
	Support the civic engagement of employees
Commitments to the planet	Reduce the Bank’s direct environmental footprint, for example via the carbon fund
	Minimise the environmental footprint of our products and services
	Foster the emergence of a circular economy

## 2.4.2.6 Involvement of the La Poste Network

***“In 2018, for the second year running, La Poste Network was awarded the Enseigne Responsable (responsible trade) label, a continuous improvement initiative targeting social, societal and environmental aspects of corporate social responsibility. The achievement is in recognition of the efforts of all staff to make life simpler for customers. Firmly anchored in all regions of France, the Network plays an important part in achieving our aim of becoming the largest people-centered local services company. It defends a social model based on providing services locally, while offering a great working environment, ensuring gender equality in the workplace and being socially engaged. La Poste Network also supports climate and environmental projects through its energy policy and carbon offset measures.”***

**Anne Laure Bourne**  
Executive Vice-President  
Chief Operating Officer  
of La Poste Network



The network conveys its historic values of openness, consideration, fairness, accessibility, proximity and sense of service through its CSR action.

This is reflected on a daily basis by:

- accessibility to offers and services for all in urban and rural areas throughout France;
- accessibility which is facilitated by digital services supported by a human backup;
- specific mechanisms to improve how customers are welcomed and employees' working conditions in post offices in areas of societal priority;
- energy transition solutions and banking services incorporating socially responsible investment criteria (SRI);
- employees who volunteer their time and skills with associations in contact with vulnerable populations.

Furthermore, new formats of postal presence are being tested and rolled out to make life simpler for customers.

The Network plays a role in regional cohesion, promotes energy transition, and is highly involved in purchasing from local suppliers and/or the sheltered sector,

Professional gender equality and diversity are also objectives of the Network's CSR policy. L'École de la Banque and the Network promote career paths and skills enhancement.

For the second year running, in 2018 the Network was awarded the Responsible Trade Sign label, which is recognition of the Network's continuous improvement approach.

### 2.4.2.7 Involvement of the Digital business unit

**“In a complex digital world, the Digital Services business unit contributes to La Poste's role as a digital and bricks-and-mortar trusted third party. In particular, in 2018, Docaposte, France's leading health data hosting provider with 40 million files hosted for the Ordre des Pharmaciens, created a global e-health offer. This comprises the "La Poste eSanté" consumer application and the Digiposte + Ma Santé digital health data**

**space: another example of La Poste's strategy to apply its values of neutrality, universality and sustainability in the field healthcare.”**

**Nathalie Collin**

Executive Vice-President in charge of Digital Services and Communications



The Digital Services business unit's CSR commitment is part of the Groupe La Poste's CSR policy and especially its commitment to promoting ethical and responsible digital services.

Its main CSR challenges are connected to its core business line:

- data security;
- the responsible design of its digital services;
- energy savings;
- the fight against the depletion of natural resources.

The business line's Digital Services Responsible Development Charter embodies the following commitments:

- **support for business ethics**
  - guarantee the security and protection of entrusted data,
  - combat the digital divide and promote accessibility,
  - develop responsible purchasing.

This commitment is notably underpinned by the Group's active ethical policy, shared by all in the business line.

In this regard, the Digital Services business unit drew up the Data Charter for Groupe La Poste;

- **develop increasingly more responsible offers**
  - improve the CSR performance of its offers notably with regard their environmental impact and accessibility.

The Digital Services and Services-Mail-Parcels branches are jointly developing an eco-design programme for digital services. This innovative concept selects eco-friendly materials, optimises storage space, generates savings on the number and capacity of servers, and reduces associated GHG emissions whilst enhancing the customer experience;

- **preserving natural resources and fighting against climate change**

- reducing GHG emissions,
- developing Green IT,
- transforming waste into a resource.

Since 2012, greenhouse gas emissions (GHG) generated by the branch's Digital Services have been offset by the Groupe La Poste's carbon offset strategy;

- **enhancing job quality and employability**

- promote diversity and equal opportunity,
- enhance the quality of life at work;

- **share and enhance its CSR actions internally and externally**

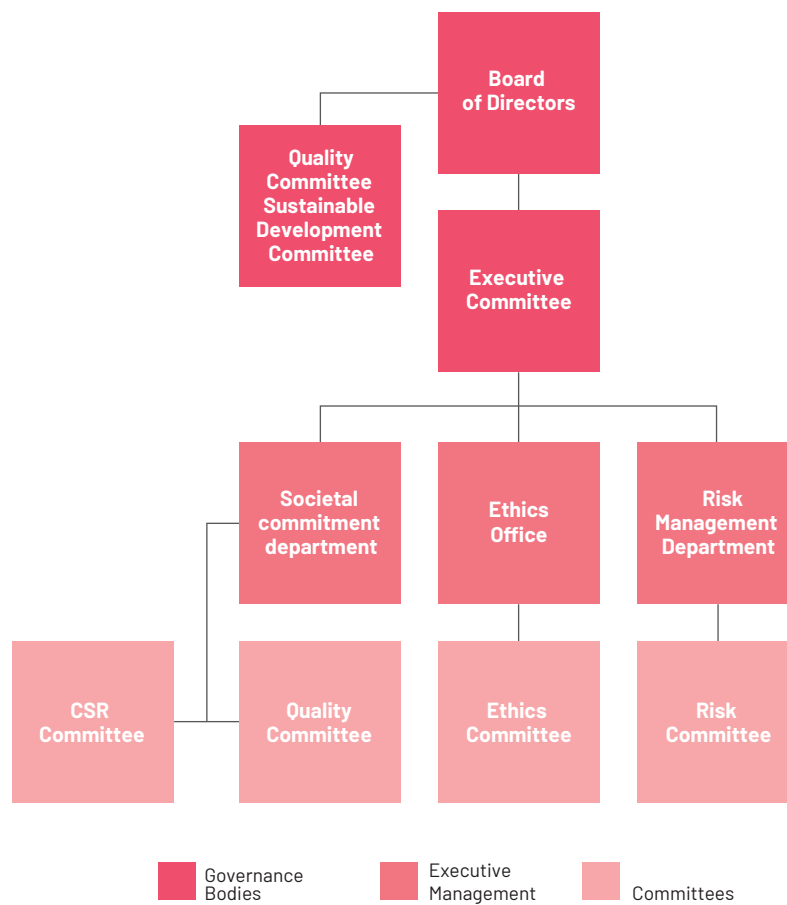
The CSR action plan is part of the business unit's communication plan. It also undertakes to publicise and promote its CSR policy with regard its employees and external stakeholders;

- **monitor performance indicators:** in order to adjust action plans to maintain progress momentum.

## 2.5 Organisation and coordination of the societal engagement policy

### 2.5.1 CSR GOVERNANCE STRUCTURE

Le Groupe La Poste set up a CSR governance body more than 12 years ago. It is one of the reasons why the Group has been successful in incorporating CSR into its strategy, actions and management.



## 2.5.2 THE STEERING BODIES FOR THE GROUP'S CSR POLICY

CSR is of paramount importance across the Group and our approach is managed and overseen at all levels by the appropriate committee or department to provide guidelines, disseminate information, control and implement policy.

### Quality and Sustainable Development Committee

*Board of Directors' Committee (3 presentations in 2018)*

Reviews strategic orientations  
Monitors achievements  
Prepares Board of Director debates and give recommendations on quality and sustainable development

### Group General Secretariat

*CSR contact for the Executive Committee*

Communicates the progress report on the Group's CSR policy to the Executive Committee

### Societal Commitment Department (SCD)

*Executive Committee's report*

Ensure that the Group's business grows in line with La Poste's sustainable development principles,  
Maintains the quality of non-financial reporting  
Keeps CSR officers informed about strategic priorities, national events and communication strategies  
Provides useful expertise and communication tools  
Coordinates actions with CSR actors, inside and outside the company

Tasks related to CSR	Tasks related to quality	SSE and societal innovation tasks
Define the Group's CSR policy, <ul style="list-style-type: none"> <li>• steer policy</li> <li>• and report to stakeholders.</li> </ul> Monitor changes to legislation and regulations pertaining to CSR Raise the profile of CSR with senior executives Build the Group's reputation as a good corporate citizen Promote CSR culture Advise and share expertise with Group entities regarding their own corporate social responsibility	Make quality and customer experience management a differentiating factor Implement quality policies, Assess how effective they are. Provide expertise to Group entities Lead cross-sector projects (multi-channel customer services) Put forward innovative projects (service design, customer experience, etc.) Reach outside the Group to promote our programmes	Contribute to the Group's growth through knowledge of SSE share knowledge of the SSE ecosystem, identify partners' expectations and needs; Connect SSE players with postal entities Promote social innovation with SSE by developing innovative Group projects

### CSR Committee

*Representatives from the Societal Commitment, HR, Communications, Risk, and Finance departments, general secretariat, business units and subsidiaries, regional delegations*

Submit the societal commitment policy to the Executive Committee  
 Ensure that the commitments made between the business units and subsidiaries are consistent  
 Evaluate the Group's performance  
 Take necessary improvement measures  
 Ensure that the Group's CSR skills match its commitments  
 Validate the communication

### CSR officer networks in branches and subsidiaries

*CSR departments, local CSR representatives, regional Group delegations*

The CSR departments of branches and certain subsidiaries:

- define their CSR challenges
- monitor operational action plans
- integrate sustainable development into the processes and management
- appoint CSR representatives if necessary

The Group's Regional delegations:

- support these representatives
- connect sites and local stakeholders

## 2.5.3 CSR POLICY IMPLEMENTATION

Le Groupe La Poste bolsters its CSR policy by introducing management systems such as ISO 14001, AFAQ 26000 and ISO 50001.

**ISO 14001** – The **environmental management system** contributes to operational control of energy and water consumption, waste reduction and the mitigation of pollution risks. At the end of 2018, the scope covered by certified management systems was as follows:

- all 15 parcel platforms are ISO 14001 certified. The certification covers 2,016 employees and 100% of the Services-Mail-Parcels business unit's (335 million parcels in 2018);
- the postage stamp printer responsible for printing stamps and the Group's other philatelic products, is ISO 14001 certified (553 people covered);

- 12 Docaposte sites are ISO 14001 certified. This represents a coverage rate of 23% for the subsidiary's employees and 35% of revenue;

- 343 GeoPost sites are ISO 14001 certified i.e. 74% of the subsidiary's sites and 85% of its employees.

**EFQM/ISO 26000 (Afnor/EFQM)** – since the start of the process, 36 entities have been assessed. Some 100,000 employees are therefore covered by the sustainable management system. In 2018, a follow-up assessment was carried out at one of the business unit's entities.

**ISO 50001** – the first **energy management system (EMS)** certification plan will be rolled out to 325 sites in 2019. It will cover 20% of the energy consumption of buildings managed directly by the Group. A similar plan will be put in place for Group vehicles by 2020.

## 2.5.4 EMPLOYEE TRAINING AND AWARENESS

Le Groupe La Poste has set up specific awareness-raising activities around its CSR strategy for the majority of its employees.

### The inclusion of CSR targets in performance evaluation and compensation

A CSR-related criterion is currently incorporated in La Poste's and La Banque Postale's incentive payment calculation for employees.

The framework for managing individual performance automatically includes targets based on quality of life at work. Achievement of these indicators carries a one-third weighting in the individual variable component of employee remunerations.

In addition, managers' compensation includes CSR targets other than quality of life at work, if their role permits it.

### Management training

The Institute of Management is the Group's internal management training body. It offers an e-learning module on the Group's CSR policy, as well as training on value creation.

In addition, all newly appointed senior executives attend a day of training on CSR and diversity. The content of these training sessions is updated every year.

### European CSR Weeks

Employee awareness-building events are also held during the five European weeks devoted to sustainable development, mobility, socially responsible investing, disability employment, and waste reduction. The Group produces dedicated materials and tools which are distributed either directly to all employees or to the network of CSR contacts. They then organise events depending on the specific challenges facing their entity.

Each business unit organises awareness-raising campaigns to reflect its own priorities and achievements.

### Calls for projects from internal carbon funds

The Services-Mail-Parcels business unit, the Network, GeoPost and La Banque Postale monetise their CO2 emissions in the form of internal carbon funds (see page 117). These funds are ring-fenced to finance works or equipment to reduce the Group's carbon footprint. The projects financed are chosen from proposals that employees submit to the panel. Each year, hundreds of employees are closely involved in preparing projects at dozens of postal sites.

## Training at the business units in 2018 included:

- **the Services-Mail-Parcels business unit:** roll-out of the “Responsible Together” kit to all Mail and Parcels sites and regional entities. This consists of a starter kit to give teams the tools for successfully engaging with CSR. It also includes thematic kits, which contain information and hard data, activity ideas and posters that can be printed on site. Two kits have already been distributed on energy savings and waste reduction. Two more kits, on transport and sustainable food, are expected in 2019. The focus in 2019 will also be on awareness-raising and CSR training for marketing teams;
- **La Banque Postale:** in 2018, training was given to specialist advisors and on-site interventions were carried out by the ISR teams of LPB AM. CSR training sessions from bank’s training

catalogue and network were offered. All LPAM employees were trained in RSE/SRI by Novethic;

- **Digital services business unit:** in 2018, employees in the Digital services business unit were made aware of the environmental and societal issues all year round and, more specifically, during the European weeks promoting sustainable development, mobility and quality of life at work as well as waste reduction. Various events were organised (collective artworks using office waste, eco-driving using a simulator, massages, book collections etc.);
- **GeoPost:** for European Sustainable Development Week, the second CSR report was circulated in electronic and hard copy with an active social media campaign. At head office, workshops on recycling and reusing waste were held in close cooperation with the association PikPik Environnement.

## 2.5.5 REPORTING METHODOLOGY

Le Groupe La Poste has developed tools and indicators to monitor to monitor its CSR footprint and more generally the footprint of its Societal Commitment. The scope of these indicators is gradually expanding to cover all of the Group’s activities.

The Group’s indicators are based primarily on:

- national frameworks (such as Article 225 of the Grenelle 2 law, transposed into the French Commercial Code, the Statement of Non-Financial Performance, and the ADEME Carbon Balance Sheet tool);

- international standards such as the GRI guidelines, which are widely used for CSR reporting.

## 2.5.6 A GREEN BOND TO SUPPORT THE DEPLOYMENT OF THE SOCIETAL ENGAGEMENT POLICY

In order to finance the investments required to deploy its ambitious societal engagement policy, La Poste successfully launched its first Green Bond issue for €500 million, with a 10-year maturity. A European roadshow, attended by around 60 investors, was held prior to the issue (which took place on 23 November). The issue was a huge success with subscriptions at four times the capacity. It was subscribed by 104 investors, many of whom took into consideration the environmental and social factors. Investors hailed both from France and further afield (France 46%, Germany/Austria/Switzerland 18%, Benelux 10%, UK 9%, southern Europe 11%, Nordic countries 5%).

Le Groupe La Poste is the first postal operator in the world to generate a Green Bond issue.

The funds raised by this issue will finance or refinance assets and projects which fall under three main sectors – clean vehicles, green buildings and renewable energy – and which meet the demanding eligibility criteria set out by the Group’s Framework. The allocation of funds will be subject to a specific traceability process, to be verified annually by an auditor external to the Group. An annual report will be available on the anniversary of the issue, which will enable investors to verify the fund allocation and assess the environmental impact of their investments.

## 2.6 Recognition of the CSR policy by rating agencies

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The rating agencies recognise the quality of La Poste's CSR reporting, with all agencies awarding the Group higher scores this year. The Group's climate policy has been praised by the carbon disclosure project (CDP), which has given it an A rating. The Group is currently the only postal operator in the world to have an A rating.

### RECOGNISED NON-FINANCIAL PERFORMANCE WHICH IS STEADILY IMPROVING

	Rating agency	Ranking	Rating and comments
Investors	Vigeos Eiris (logo) 2017	No. 1 in the transport & logistics sector (1/38)	Overall score of 72/100 (+13 points on 2015) 67/100 for La Banque Postale, ranked no. 1 in the world
	ISS Oekom (logo) 2017	No. 1 in the transport & logistics sector	Overall score of C+ Prime (C in 2014) La Banque Postale no. 1 in France and no. 2 in the world
	Sustainalytics (logo) 2018	Leader (4/129 in the transport sector)	Overall score of 74 (+15 points on 2016)
Customers (B and C)	CDP (logo) 2019	No. 1 in the transport sector In the top 1.8% of 7,000 global companies	A for CDP Climate change (B in 2017) B for CDP suppliers (C in 2015)
	IPC 2018		87.1/100
	Ecovadis (logo) 2018	Gold level (in the top 1% of 17,000 suppliers)	<p><b>Le Groupe La Poste:</b> overall score of 78 (+5 points on 2017)</p> <ul style="list-style-type: none"> <li>awarded Gold in 2018</li> </ul> <p>Score of 90 for environmental performance (+10 points on 2017)</p> <p><b>GeoPost:</b> overall score of 63 (+1 point on 2017)</p> <ul style="list-style-type: none"> <li>awarded Gold in 2018 (in the top 12% of 17,000 suppliers)</li> </ul> <p><b>Docaposte:</b> overall score of 68 (+4 points on 2017)</p> <ul style="list-style-type: none"> <li>awarded Gold in 2018 (in the top 6% of 17,000 suppliers)</li> </ul> <p><b>Chronopost:</b> overall score of 67 (+4 points on 2017)</p> <ul style="list-style-type: none"> <li>awarded Gold in 2018 (in the top 2% of 17,000 suppliers)</li> </ul>

La Poste is also among the 2018 winners of the annual "Environmental Finance Voluntary Carbon Market" survey, with the best carbon offset scheme (the award went to Qantas Airlines in 2017).

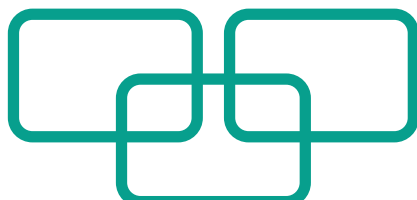
Since 2017, Le Groupe La Poste has achieved Global Compact Advanced level for its reporting. This underscores the quality of its CSR reporting and the alignment of its commitments with the principles of the UN Global Compact and the UN sustainable development goals.

A composite non-financial rating of 5%, corresponding to the arithmetic mean of the five most recent ratings, is included in the Chairman's roadmap (see page 21).



# SOCIAL AND REGIONAL COHESION

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## LE GROUPE LA POSTE **ACTS**



### **FOR SOCIAL AND**

Its history and its public service missions have made La Poste a favoured partner of the French regions. La Poste acts to help all citizens well living in all areas of the country.

#### **CONTRIBUTE TO THE ATTRACTIVENESS OF REGIONS**

As a major player in local economic life and with our exceptionally dense local coverage, La Poste makes a big contribution to regional activity.

Helping to boost new economic sectors, such as the silver economy, green housing renovation and eco-mobility, La Poste supports local job creation. La Banque Postale also provides financing for SMEs and local authority projects helping to build the urban and rural fabric that ensures people can lead a full life close to home.

#### **STRENGTHENING OF SOCIAL LINKS**

Working hand-in-hand with local players is still the best way of identifying solutions to enhance living conditions for everyone, every day.

Profound changes in our societies, including longer life expectancy, new family structures and new forms of working, encourage to rebuild social interaction. La Poste provided new services delivered by mail carriers or as innovative partnerships, helping elderly, young person or the mayor of a small town.

#### **INNOVATE FOR LOCAL AND REGIONAL ECOSYSTEMS**

Supporting local initiatives also means to contribute to create more dynamic, connected and greener spaces, that are more suitable for vulnerable people.

Working together with our partners, La Poste offers new co-working spaces tailored to the local area. La Poste also works in the Dynamic Alliance to promote the emergence of social initiatives with groups active in the social and solidarity-based economy.

# REGIONAL COHESION



3

## 97% of the population in France

lives less than five km from one of the 17,000 La Poste retail outlets: this is the strength of our dense local network.

## €4.4 billion in purchases

fed into the local economy thanks to Le Groupe La Poste, and more than **100,000 jobs** supported by our purchases every year.

**80%** of La Poste's suppliers are SMEs.

## More than 835,000

driver's licence applicants took the theoretical part of the driving test at one of the La Poste-operated exam centres.

## 185 municipalities

have Localeo up and running, a one-stop internet portal for simplified management of relations with residents.

## No. 1 financing partner for local authorities,

La Banque Postale lent more than €13.4 billion in 2018 to 3,287 local public sector operators, including local authorities, social housing associations, public sector companies and healthcare facilities.

## 503 public service areas

provide access to local public services (jobs, family benefits and more).

**318 partnerships** with organisations in urban priority neighbourhoods.

## More than 40,000 Ardoiz®

tablets distributed, 2,000 to non-profit groups. An initiative to support the digital inclusion of seniors.

## 200,000 Watch Over My Parents

to help the elderly to stay at home longer, safely and securely.

## €115 million in revenue

from New Services, a new line-up of services designed to meet the big social challenges of our day: an ageing population, isolation and regional inequalities.

## La Poste mentors young people in their journey towards employment

The Group has made youth employment a priority and each year the L'Envol programme supports more than 100 talented students, 600 sponsor postmen in the E2C second-chance school, 700 courses for secondary school students in REP and REP+ priority schools.

## 2 types of co-working spaces,

"Nomade" and "Startway" to provide new ways of working and create synergy locally.

## 15 initiatives,

supported by the French IoT programme across France every year aimed at developing the French tech Internet of Things and expand La Poste's services through digital.

## 59 full-scale trials

launched since 2015 under the *Time to test* programme in the Services-Mail-Parcels business unit.

## Online social initiatives

on the Les Éclanciers website. 10 projects rewarded in 2018, almost half of them in the circular economy.

## KissKissBankBank and Lendopolis

enable citizens to fund the development of start-ups or renewable energy development projects through crowdfunding.

## 40 or so social and solidarity-based economy networks

partner La Poste in the Dynamic Alliance.



## Goals

The changes in society bring both opportunities and risks for social and regional cohesion: city-countryside balance, silver economy, new home services, e-Health, modernisation of public services, etc.

With its regional network and position as a leader in services, the Group aims to optimise its types of regional coverage, by consulting with elected officials. It offers new services that are in line with changing needs and uses. It works with local players in local initiatives to stimulate the regions and their inhabitants, including those who are the most enterprising and the most fragile.

As part of this process, it has set the following objectives for 2020:

### KEY OBJECTIVES AND MILESTONES

Aspect	2020 Objectives	Progress at 31 December 2018
Regional planning	<ul style="list-style-type: none"> <li>• Ensure that 90% of the population live less than 5 km or less than 20 minutes by car from a La Poste retail outlet</li> <li>• Increase postal coverage forms</li> <li>• Roll out 500 public service centres by year-end 2017</li> </ul>	<ul style="list-style-type: none"> <li>• 95.7% of the population</li> <li>• 17,238 outlets<sup>(1)</sup></li> <li>• 503 public service centres (504 in 2017, 392 in 2016)</li> </ul>
Responsible purchasing	Increase purchasing from the social and solidarity-based economy (SSE) Target: €20 million per year by 2020 (workforce reintegration + disabled and sheltered sector)	<ul style="list-style-type: none"> <li>• €14.3 million of purchases from the disabled and sheltered sector</li> <li>• €7.6 million from the workforce reintegration sector</li> </ul>
Adapt products and services to new consumption methods and uses	Respond to major societal challenges through new offers (ageing population, isolation and regional inequalities)	<ul style="list-style-type: none"> <li>• New services revenue: (services provided by postmen/women): €115 million (€83.5 million in 2017)</li> <li>• La Poste carried out 835,324 driving theory tests (768,604 in 2017)</li> </ul>

(1) Excluding the 28 special status outlets.

## 3.1 Renewed postal coverage over the whole territory

Anchored throughout France, La Poste is adapting to changing habits in working, consuming and living. It is adapting its forms of urban and rural coverage to the typology of requirements. New technology and societal innovations permits it to offer its customers, local authorities and partners a relevant and constantly progressive offer.

### 3.1.1 THE RELEVANCE OF THE FORMS OF POSTAL PRESENCE

With a national coverage of 17,238 La Poste retail outlets, 95.7% of French people have access to its postal services within a travelling distance of less than 5 km. Besides this commitment, La Poste's local network helps to foster vibrant communities and galvanise local life. The basis of this policy is the diversity of the forms of postal coverage. It is supporting the digitisation of exchanges by a physical presence when this is necessary.

#### THE NETWORK RECEIVES THE 2018 BRAND RESPONSIBLE CERTIFICATION

La Poste won an award for the whole of its CSR action from the Club Génération Responsable at the 9<sup>th</sup> New Retail Forum. It was awarded the Enseigne Responsable certification with an average score of 4.2/5 for the 34 commitments in the benchmark. This Certification is the reward for 10 years of CSR action inside the network involving all its teams.

#### 8,145 post offices

Post offices in France propose La Poste's offer to private individuals and business customers. They are offered letter and parcel services, banking services and mobile telephone services. Diverse services are offered in the majority of post offices including touchscreen terminals, digital facilities, Pickup package lockers, free Wi-Fi, Driving licence theory testing, etc. The goal is to respond to the challenges in each area.

Facilities have been redesigned and organised to provide a simple and straight forward service with personalised advice.

#### 6,339 local and inter-communal La Poste agencies

Agencies are an alternative to post offices. For low-traffic post offices, a public service entity (town hall, public library, etc.) can host most of the services that La Poste offers for the population, such as stamp and ready-to-post sales, collection of postal items, cash deposits/withdrawals and postal orders.

#### 2,754 La Poste Relais service points

Service points are operated by local shops, national retail chains and other partners. Stamps can be purchased, a recorded delivery letter can be sent or withdrawn, mail can be forwarded to a new address, or cash withdrawals made. They have extended working hours.

#### 922 Postmen/women counter clerks

Postmen/women-counter clerks are the contact point with La Poste in sparsely populated areas. This dual role is performed by a post office employee. The postmen/women do their rounds in the morning, then work as counter clerks in the post office in the afternoon, or vice versa. This new format helps to align postal coverage closely with the population, while providing fresh development opportunities for employees.

## PUBLIC SERVICE AREAS, A RESPONSE TO THE DIGITAL DIVIDE

# 12 to 14%

**OF THE POPULATION DO NOT HAVE IT EQUIPMENT AT HOME.**

In line with the commitment made to the French government in 2015, by the end of 2018, La Poste hosts 503 public service centres in post offices. The public service centre is a multi-partner service point. The customer accesses a digital services area shared with different operators including Pôle emploi (the job centre), CNAF, CNAMTS, MSA, CNAV and GRDF. There is no charge for using the digital facilities (Internet, PC, printer and

scanner). Customers can also receive support with completing administrative formalities online from trained employees. With the digitisation of administrative formalities, public service centres provide an answer to the digital divide in rural areas. They enable other players in the territorial ecosystem to use La Poste's infrastructures whilst saving citizens costly travel expenses

The goal in 2018 was to promote public service centres to the general public and local representatives. La Poste's employees and their partners welcomed customers at open days.

(1) Eurostat survey May 2018.

## Specialised post offices

La Poste segments its offer to correspond to its customer's expectations and needs. The post office format has therefore been adapted:

- in certain train stations and airports (Travel model);
- seaside resorts and ski resorts (Tourist model);
- universities and student residences (Youth model);
- for start-up such as the site in station F in Paris.

## A new space dedicated to young people

La Poste is proposing new forms of urban and rural coverage. A modern and connected space in Rennes is mainly intended for young people aged 15 to 25. There are dedicated products and services such as a removals package, printing and binding services or assistance with moving abroad. This new concept also requires a new attitude from post office employees. Considerations are in progress in other regions to duplicate the model in the coming months.

## A BIGGER RANGE OF SERVICES IN PRIORITY AREAS

# 1,700 social priority offices

La Poste is improving physical access for customers in the 1,700 social priority offices<sup>(1)</sup>. An agreement signed in 2018 with the four trade unions is intended to improve customers' reception as well as employees' working conditions. This agreement underlines La Poste's intention of providing every customer with a quality service, tailored to the customers requirements, wherever customer lives. It is essential for La Poste to be present in disadvantaged areas in order to cater for the needs of the most vulnerable.

The purpose of this agreement is to:

- set up specific organisational measures and working conditions in order to provide a quality service which is adapted to the needs of the customers of these offices;
- ensure that the employees in these offices are fully aware of the specificities of their working environment;
- provide better protection for employees and customers by reinforcing the policy to prevent rude and aggressive behaviour.

(1) Offices located in urban priority neighbourhoods and those with a significant banking inclusion service.

## 3.1.2 INNOVATION IN THE TYPES OF POSTAL COVERAGE

### SSE-operated La Poste Relais outlets

In some municipalities, La Poste's outlet is hosted on a site run by an association or a social and solidarity economy (SSE) agency. The structure's employees are trained by Le Poste, and provide core postal services: the sale of stamps, envelopes and Colissimo packages, mail and parcel posting services and emergency money withdrawals.

The SSE-operated La Poste Relais outlet provides a focal point for community life, with longer opening hours than offices with falling customer traffic. The postal format built jointly by La Poste and local organisations creates new opportunities for the structure. This guarantees the future of the outlet, and provides it with an additional activity. Each project has its own special features reflecting the characteristics of the community and of its host social and solidarity economy organisation.

For instance this may involve a multi-service outlet like Comptoir de Campagne (see adjacent). For example, postal services in Bordeaux Cauderan-Bel-Air (33) are provided by accident victims and disabled persons association, in Dinozé (88), Marnes-la-Coquette (92) by an "ESAT" sheltered employment for the disabled, and in Nassandre (27), by a nursing home. At year-end 2018, the Group had 17 SSE-operated La Poste Relais outlets.

### Very high overall satisfaction rating

"La Poste Local Postal Agencies", or "La Poste Relais" outlets have a very high satisfaction rating: 89% of the general public, 97% of local councillors and 93% of local traders are globally satisfied with their Local Postal Agencies and Relais outlets. 95% of local councillors would recommend postal partnerships to other local councillors<sup>(1)</sup>.

### LA POSTE, PARTNER WITH COMPTOIR DE CAMPAGNE IN VILLAGES WHERE THERE ARE NO SHOPS

IT IS ESTIMATED THAT ONE OUT OF TWO VILLAGES IN FRANCE HAVE LOST THEIR SHOPS. THIS REPRESENTS

**4,000** villages

OF BETWEEN 700 AND 2,000 INHABITANTS<sup>(1)</sup>

La Poste ensures that it accompanies changes in methods of consumption. Rural populations, like the rest of France, want local produce, more authenticity and service.

The Group is supporting the development of Comptoir de campagne, a new multiservices concept, within the framework of a local Dynamic Alliance partnership (see page 81). The aim is to compensate for the frequent lack of shops in rural areas.

Thus, a Comptoir offers local produce, services such as a La Poste parcels relais, a dry cleaners or a cobblers and a place to eat. It uses digital tools and a cluster organisation to pool purchase and logistic flows

A real communal hub, the project is helping to make villages and their vicinity more attractive. The partnership with La Poste is giving depth to the project, and hundreds of entrepreneurs will be able to open Comptoirs de campagne throughout France giving a boost to the local economy. The Group entered its capital in 2018 to give it the resources to develop.

Successful pilots were performed in the Forez and Beaujolais regions in 2018. They enabled the model's solidity to be tested and plans made to deploy it elsewhere. A number of Comptoirs de campagne will include a La Poste service offer.

(1) Source: Comptoir de campagne.

(1) TNS Sofres Survey in March 2018

## 3.2 Responsible purchasing

Le Groupe La Poste is well aware of its impact throughout France because of its purchasing power. It therefore invests heavily in securing its supply chain. It has therefore developed a strict framework and organisation incorporating a high level of environmental and social requirements for its suppliers.

All operators have to use subcontracting for express delivery and parcel transport because of the highly variable flows<sup>(1)</sup>. The Group's subcontractors are specialised companies which are properly registered with the transportation registry. They work for different order givers in the sector.

### GROUP PURCHASING

€8.5 billion

I.E. 1/3 OF REVENUE

95%

ACHIEVED USING FRENCH SUPPLIERS

### 3.2.1 CODE OF CONDUCT AND BASIC RULES GOVERNING PROCUREMENT PRACTICES

#### 3.2.1.1 The reference guide to purchasing

The Group's reference guide to ethical purchasing is underpinned by its corporate values and respect for good business conduct rules and practices. It is distributed to all La Poste buyers, and all potential specifiers are informed of its existence.

The Purchasing Department drew up a Buyers Charter and a strategy for Buyers Charter specifiers in 2018.

- open access to La Poste's contracts for bidders;
- transparency;
- and fair treatment in the analysis of bids and the selection of suppliers.

The use of subcontractors is governed by strict rules. Each contract follows the same rules, which include the declaration of subcontractors to the authorities, adherence to and compliance with the Sustainable Purchasing Charter by the service provider, and compliance with the requirements of labour law, including those relating to undeclared labour.

#### 3.2.1.2 Purchasing rules

The purchasing function encompasses the Group's 500 buyers, purchasing and supply managers.

To promote its CSR policy and corporate values, the purchasing function has drawn up responsible purchasing rules which cover all the Group's external expenditure.

During competitive tenders, the service provider's ability to cover its expenses and to execute its services in a sustainable manner consistent with the price it proposes to charge is analysed.

Internal decision-makers within the Group who commission outsourced services request service providers to supply all relevant documentation attesting to their compliance with their labour obligations:

#### Strict processes

The purchase function therefore aims to identify responsible suppliers who are committed to sustainability. It seeks to optimise all its contractual terms and conditions to maintain the quality of the goods and services it buys in.

The procurement process is based on SAP software and respects the rules of the internal control framework. The purchasing rules guarantee:

- the separation of roles and responsibilities;

- a valid K-bis extract (certificate of incorporation);
- certificate that payroll charges and contributions have been reported and paid;
- certificates of all requisite insurance policies.

If necessary, La Poste has the validity of these documents checked. If necessary, the internal decision-maker meets the service provider at different stages of the contract, to review the quality of services compared to their undertakings.

(1) For example parcel flows double between summer and Christmas.

## Fair selection for awarding procurement contracts

La Poste's public procurement activities fall within the scope of directive 2014/25/EU of 26 February 2014. This European Regulation was transposed into French law by the Order of 23 July 2015 and the Decree of 25 March 2016.

This legislation provides for deregulation, equal treatment and transparency during the contract awarding process. The procurement process is regulated to ensure genuine competition. The legal framework requires La Poste to publish in the Official Journal of the European Union (OJEU) all purchases involving amounts of €200,000 or more.

La Poste decided to publish (without exception) every call for tenders involving contracts worth over €100,000 in its dedicated supplier area, in order to improve access to its contracts for suppliers. The Pacte PME website automatically informs its SME users of all the opportunities published on the Group's website.

The Group also ensures that its call for tenders are divided into smaller lots and that its tendering procedures are simplified to make it easier for SMEs to tender.

## Monitoring the risk of economic reliance on La Poste

Buyers monitor their suppliers' business reliance on La Poste very closely. When a risk of reliance is identified, La Poste's buyers warn the supplier of the risk that this dependence entails. They monitor this ratio and encourage the supplier to look for other customers.

When La Poste decides to put a contract out to tender again, it implements a process to ensure that any discontinuation of business with reliant suppliers is planned in advance, with orders being wound down gradually.

### 3.2.1.3 The quality of the relationship with the supplier

Contracts generally provide for regular reviews with a supplier to enhance the relationship and the quality of service it provides.

## Addressing CSR issues

For the whole term of a contract, La Poste supports its suppliers with their efforts to embrace CSR priorities. In purchasing areas representing major economic, environmental and/or social priorities, meetings are organised with service providers to identify ways they can unlock improvements by working together.

## Referral to the Group's ombudsman

SMEs can turn to an ombudsman in the event of a persistent difference of opinion concerning the purchasing process or performance of a contract. These cases, which are resolved within an average of two months, usually involve the failure to comply with payment terms, or to abide by the terms of a contract or the non-renewal of a service provider's contract following a call for tenders.

## Payment terms

Contractual payment terms comply with the French Economic Modernisation Act, and La Poste's general terms of purchase have been amended accordingly. La Poste pays supplier invoices within sixty calendar days after issuance, unless otherwise required by law.

This means that Le Groupe La Poste applies the specific payment-related provisions of the French postal transport and catering legislation. La Poste pays for these services thirty days from receipt of the invoice.

An emergency procedure to pay a supplier in two weeks can be set in motion if a supplier is experiencing cashflow difficulties.

Pursuant to Article L. 441-6-1 subparagraph 1 of the Commercial Code, since the 2017 fiscal year, La Poste has had to publish information on its suppliers' and customers' payment terms.

La Poste SA has opted for an overview of the unpaid invoices received and issued at the end of the reporting period and in arrears. The overview respects the stipulated in paragraph 1 of Article D. 441-4 of the Commercial Code.

The schedule of payment terms is on page 189 of the 2018 Registration Document.

The following principles have been adopted:

- **no invoices are excluded from the calculation of the indicators.** This includes litigious or questionable invoices, mainly invoices in the ">91 days" tranche and the invoices with Group companies;
- **credit notes received were considered to be means of payment.** They are therefore accounted for under the same late payment categories as the invoices to which they relate. Otherwise, these credit notes are classified under the "0 day" category;
- as the French service provider responsible for the universal postal service, La Poste SA is partially liable to VAT. Consequently, **the amount of invoices is presented including tax, excluding non-deductible tax for the purchase, and excluding tax for the sale;**
- **non-current asset suppliers are excluded** are not included in the percentage of total purchases over the period.

## 3.2.2 RESPONSIBLE PURCHASING PROCESS

Le Groupe La Poste's responsible purchasing process contributes to the three pillars of the Group's societal commitment policy. It covers the whole of its value chain notably through its vigilance plan.

### 3.2.2.1 The goal and organisation of the process

Le Groupe La Poste became a signatory of the U.N's Global Compact in 2003 as well as the Intercompanies Relations Charter.

It therefore undertook to ensure that its business activities respected and promoted the following fundamental principles: human rights, international labour standards and the fight against corruption. The Implementation of these principles is contributing to the development of local communities. It is described in the following Paragraphs

#### Steering tools

In 2015, La Poste, its purchasers, and the Risk Department analysed the CSR risk for each type of purchase by La Poste. The analysis produced CSR risk mapping for each type of purchase.

Requirements and selection criteria were then laid down to prevent the biggest risks and curb their impact.

In 2018, a country and sector-based approach was incorporated in the risk mapping exercise.

#### The reorganisation the purchase function to facilitate the responsabilization action

The purchase function was reorganised in 2018 as part of the "Better Group purchasing" programme. The reorganisation harmonises the best practices of the different purchase departments before disseminating them throughout the purchase function. Similar purchases are grouped into competence divisions for each market. Responsible purchasing policies are applied uniformly and relevantly with a medium-term vision. Responsible purchasing objectives have also been implemented for all business lines within the function.

This reorganisation also led to an update of risk mapping.

Lastly, Le Groupe La Poste is seeking to improve its knowledge of its suppliers' CSR actions. It wants to assess the conformity and quality of their CSR actions by taking the specificity of each category of purchase into account.

#### Definition of responsible purchases

The definition of responsible purchases was clarified in 2018 regarding their economic, societal and environmental impact. Firstly, purchases must comply with regulatory requirements and internal purchase processes.

They must also contribute to the three pillars of the Group's societal policy.

- they should contribute to the Group's anchorage in the territory, and its importance for social cohesion and the circular economy;
- the purchases should be well structured in the sense that they must balance economic, social and ecological performance;
- they should be innovative depending on the product or service rendered, the resource used or the economic sector developed.

### 3.2.2.2 Tools and training courses for buyers

#### New responsible purchasing self-assessment reference guide

A responsible purchasing self-assessment reference guide was developed after collaborative work by the whole of the Group's purchase function. The guide helps the buyer assess the responsible nature of the purchase from different CSR criteria, based on ISO standards.

Buyers can use 45 responsible purchasing sheets including the criteria and CSR issues for each La Poste purchase family:

- data on the environmental, social and societal challenges for each family;
- regulations;
- labels and certificates;
- the CSR maturity of the suppliers market.

Buyers can thus get to know the capacity of the relevant markets and establish their supplier rating tools using relevant criteria suitable for their purchase.

In 2017, the requirements and selection criteria were defined for the road transport, temporary work and property services families.

2018 was devoted to supporting buyers in the operational implementation of these criteria.

## CSR rating scales for calls for tenders for transport and delivery

Transport and delivery calls for tenders of the Services-Mail-Parcels business unit have had a rating scale with CSR criteria since January 2018. Suppliers must answer a questionnaire produce substantiated documents.

Concretely, since 20 January 2018, calls for tenders for mail and parcel delivery services have required suppliers to offer vehicles which comply at minimum with Euro 4 standards. Vehicles which satisfy Euro 5 standards are required in the Ile-de-France. These eliminatory criteria will be extended to the whole of France in 2019.

### 3.2.2.3 Tools to help suppliers and subcontractors

#### Responsible Purchasing Charter

Since January 2008, the Group has urged its suppliers to give undertakings and to take a stand alongside it by adhering to the Responsible Purchasing Charter. Under the Charter, the Group and the service provider commit to respecting fundamental international conventions and international regulations. It enables La Poste to share its values of openness, fairness, solidarity and societal development with its suppliers. Finally, the Group ensures that it associates its service providers with a common improvement policy.

#### The Charter applies the most recent regulations

It was updated in 2017 to become the Responsible Purchasing and Ethical Charter. It takes account of:

- the requirements of the law 2017-399 "The law on the duty of vigilance";
- the law 2016-1691 of 9 December 2016 concerning transparency, the fight against corruption and modernisation of the economy (the "Sapin 2 law").

Details of the vigilance plan are given in appendix 2 of Le Groupe La Poste's 2018 registration document.

By signing the Charter the service provider acknowledges that it is committing to respect the principles of the Global Compact and the 8 fundamental conventions of the International Labour Organisation (ILO). In addition to complying with the relevant social

and environmental regulations, the service provider also needs to take steps to embrace best practices in its sector.

Appended to the contracts signed since its update from 2018 the Charter has been sent to all of the Group's suppliers. La Poste also recommends that its suppliers should pass on the Charter to their own subcontractors.

#### Tools to help suppliers

La Poste's action seeks to be inclusive. Buyers therefore have pedagogical tools for informing and training service providers especially on delivery. Round table meetings were held in Nantes, Lyon and Paris to present the CSR challenges of the Mail-Parcels-Service business unit. They are the opportunity for looking for supporting measures if needed. This can notably involve:

- helping suppliers purchase vehicles with less emissions;
- enabling them to purchase the Group's second-hand electric vehicles at special rates;
- giving them preferential tariffs for NGVs (Natural Gas Vehicles).

#### A new self-assessment tool with the value of a CSR certificate for suppliers

The Group's aims to create a virtuous loop by sharing its expertise in assessing suppliers with other order givers. The service provider's small size should not prevent reporting on its virtuous behaviour

Aware that CSR reporting is difficult and costly for SMEs, the Group has provided a free-of-charge self diagnostic tool for them. The supplier can evaluate its degree of maturity on CSR subjects using examples and simple explanatory notes. The supplier can attach substantiating documents and the information remains its property. He obtains a first self-assessed score and can compare himself with other respondents in his sector.

The Group audits the declaration by the AFNOR (French Certification Association), drafts pedagogical audit reports and fixes a new score.

The supplier can then obtain a "CSR assessed service provider through AFNOR Certification" logo. The supplier can use it for other calls for tenders for the La Poste, and other order givers.

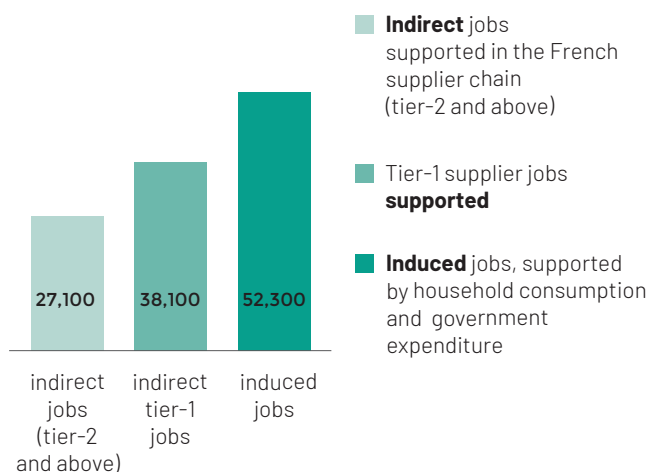
This system helps to raise the profile of CSR for VSEs.

### 3.2.3 PURCHASING SUPPORTS MORE THAN 100,000 JOBS IN FRANCE

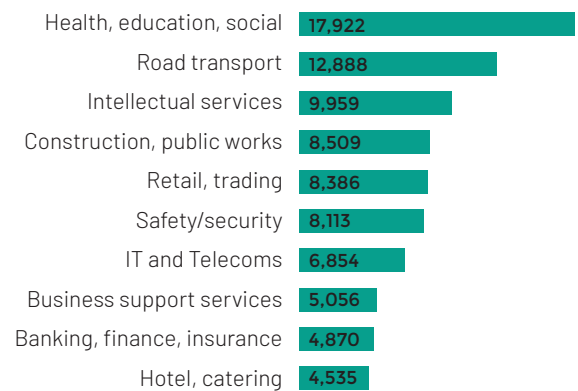
Le Groupe La Poste's territorial coverage of France via its 17,000 postal outlets is among the very densest.

La Poste updated the survey using the LOCAL FOOTPRINT® tool to objectively and independently quantify its employment footprint in the French economy via its purchases. By "footprint" the Group means its direct but also ricochet effect on the national and local economy through monetary flows (purchases) connected to its activities and sites.

#### BREAKDOWN OF 117,500 SUPPORTED JOBS BY TYPE OF IMPACT



#### MAIN BUSINESS SEGMENTS SUPPORTED



## 3.3 Offers of services for local communities

La Poste, a major national operator also seeks to contribute to local dynamics. Its actions are adapted to local situations and developed jointly with economic or solidarity-based players La Poste uses its expertise to advance the projects of local authorities. It innovates in order to support the State's services and the needs of local players

La Poste is therefore particularly keen to support SMEs, associations and players in the social and solidarity-based economy. Using an agile mode it fosters the emergence of social experiments which, once their benefits have been established, are deployed over the whole territory.

3

### 3.3.1 LA POSTE, THE TERRITORY'S FINANCER

#### 3.3.1.1 La Banque Postale, the key financier for local authorities

There were a lot of changes to local finances in 2018: cancellation of housing tax, tax reform and future decentralisation Local councillors are more than ever looking for support for the changes affecting local authorities. In response, La Banque Postale has a responsible development policy for its legal entity clients guided by its principle as a bank which works in the best interest of the community.

In 2018, La Banque Postale consolidated its position as the leading lender to local authorities and public hospitals for the third year running, by lending over €16 billion. In 2018, La Banque Postale granted half the loan applications from municipalities with less than 5,000 inhabitants. It is a bank which is "indispensable and trustworthy" Including in emergencies.

The Banque Postale came to the aid of the local public sector (local authorities, social housing landlords and public hospitals) twice: during the flooding in the Department of Aude and in the wake of the social unrest at the end of 2018 to repair damage to public buildings (roads, bus stops, etc). It released a zero-interest rate funding envelope of €100 million in each case.

#### 3.3.1.2 La Poste, the partner of small and medium sized businesses (SMEs)

La Poste helps many SMEs either through financing or as an order giver. It tailors its organisation to the specificities of small companies.

#### An adapted financing offer for SMEs

There was unprecedented growth of 84% in the loans granted to French small and medium-size businesses by La Banque Postale in 2018. Outstanding loans now total over €3.2 billion. In addition,

there is now a network of almost 450 experts dedicated to small businesses in post offices. Businesses can now also file their loan application for up to €30,000 on pro e-credit platform.

La Banque Postale also increased its offer of access to new forms of financing for SMEs by taking a 10% interest in WeShareBonds in November 2016. This Crowdfunding player is a specialist in financing SMEs using the "crowdlending" model. The platform selects SMEs with revenue of between 5 and €50 million. Private individuals and professional investors can thus invest in the real economy, and get a good rate of return for their investment. WeShareBonds' business activity increased in 2018 with 9 SMEs financed.

#### La Poste's calls for tenders are more accessible to SMEs

As a long-standing partner of SMEs, the Group ensures that it adapts its purchase processes and tools. In compliance with the legislation it allots its contracts and simplifies the methods for replying to calls for tenders for small amounts. A local SME must be able to compete. It is also diversifying its information channels to companies. It offers them a dedicated website, supplier forums, trade shows and a new Suppliers' Portal which was updated in 2018 (see page 73).

Finally inside the Group, the purchase teams provide prescribers with a better knowledge of the innovation and start-up markets. The specifications are adapted to take the constraints facing small structures into account.

#### Le Groupe La Poste is a member of the SME Agreement

The SME agreement is a joint association of large companies and local authorities. Its purpose is to contribute to the development of French SMEs and to encourage the emergence of new leaders in the French economy. The SME Agreement publishes an annual survey of the SME suppliers for every large account member of the Association. As in previous years, Le Groupe La Poste obtained good results in this survey.

## 3.3.2 SUPPORTING THE MODERNISATION OF PUBLIC ACTION

Its capillary action due to its territorial entrenchment and its acute knowledge of the general public's needs, means that it is logical for le Groupe La Poste to support the modernisation of public services. This was updated November 2017 as part of the **2022 Public Services** programme.

Digitisation is one of the key priorities of this plan to transform the State, local authorities and large public institutions between now and 2022. And yet, 13 million people report that they need specific support with digital technologies. La Poste therefore wishes to mobilise its physical and digital networks with public sector players to develop solutions for services which meet the needs of the public, and in particular of the most of the vulnerable. It therefore targeted three areas for its action in 2018:

- the knowledge society and vocational training;
- e-inclusion;
- involving citizens and stakeholders in public decisions.

The Group is deploying its service via a Joint Priority Programme which counts on its business divisions working together to put forward complete solutions.

### 3.3.2.1 Tests and exams

La Poste provides 576 test centres<sup>(1)</sup> across France for candidates for the Highway Code test. Under French law, approved operators have been allowed to organise tests since 2015<sup>(2)</sup>. La Poste has been very successful in implementing this reform due to the capillary action of its infrastructures, its digital capacities and the commitment of its employees. It provides candidates with:

- test centres close to their homes;
- a simple to use online registration platform;
- tablets;
- rooms;
- invigilators.

The price of €30 is fixed by the State. Two extremely positive points emerge from the satisfaction surveys performed: a high quality of service and competent testers, both associated with a positive image of La Poste as operator of trust.

Thus, over 1 million young people were able to take the test in a few days close to their homes. They avoided difficult journeys to the

Prefecture or the Sub-Prefecture and delays sometimes of several weeks. This has an important social impact especially for young French citizens who live in rural areas. Holding a driving licence is one of the major factors for having a job.

Buoyed by these good results the Group increased its offer of testing services to other pedagogical areas:

- La Poste agreed a partnership in 2018 with the National agency for adult professional training (AFPA) for testing for the CléA numérique Certificate. This certificate provides basic training and digital skills in a working environment. The project responds to the significant demand for accompanying people and territories in the digital transition;
- La Poste is using the Code Rousseau to organise Highway Code sessions for seniors wishing to assess their level of knowledge and possibly take a refresher course.

The offer for certification and testing services will again be extended in 2019.

### 3.3.2.2 Docaposte Localeo, a one-stop digital portal for local and regional authorities

In 2018, La Poste agreed a partnership with the Association of the Rural Mayors of France (AMRF) for a platform to manage the relationship with the citizens.

800 municipalities with less than 3,500 inhabitants can now use the one-stop Docaposte Localeo online portal. This single platform connects the local population to the full range of public services from their municipality's website. For example they can enrol their children in the local school or *crèche*, renew their passport or carry out the formalities for creating their business.

It is an omni-channel solution designed to combine physical presence and digital services. For instance a book borrowed from the municipal multimedia library can be delivered by the postman/woman. The citizen's personal account can be activated at the post office. Childminding costs can be paid via a smart phone.

This solution therefore matches the Group's ambition to simplify the daily lives of users especially in small towns and villages with limited resources.

The portal was initially set up for the Pau Béarn Pyrénées group of municipalities. It is intended to be deployed in thousands of French rural and urban municipalities.

(1) Source: WeTechCare/CapGemini survey – December 2017.

(2) 373 collective sites (up to 18 simultaneous candidates) and 203 individual sites.

(3) Law for growth, activity and equal economic opportunities (the "Macron" law). It states that Highway Code tests can now be organised by approved operations. This reform enables inspectors to refocus on the practical test and to hold tests closer to the candidates.

### 3.3.2.3 The La Poste vehicle registration document service

The Group developed a new vehicle registration Intermediation service in 2018. More than 21,400 people have accessed the service since 2018. It is part of the new generation Prefecture reform plan. La Poste's Vehicle registration application allows the purchaser or seller of a vehicle to carry out all the administrative formalities online:

- the transfer of ownership title is immediately registered with the Ministry of the Interior (registration certificate);
- the seller is released from all liability as soon as the keys are delivered (declaration of sale);
- the administrative feasibility of the sale is guaranteed for the purchaser.

The application is totally secure and digitised. It is available on the application catalogues or from the [www.laposte.fr](http://www.laposte.fr) website

In 2009, the Group will focus on simplifying the service's interface to make it more user-friendly and accessible to the greatest number. It is also approaching companies with existing an intermediation service for vehicle sales, such as insurance companies to make the sale process smoother.

### 3.3.2.4 Promoting local shops

Medium-sized towns and cities account for 23% of the French population and 26% of jobs. In March 2018 the French government announced that 222 average -sized towns would benefit from the national "Action Heart of the Town" plan. This plan has inspired a system to promote local shops by Le Groupe La Poste called E-city Solution. This system is installed on the local authority's digital platform. Local traders can also open a window which is an additional channel for marketing and online sales. In addition the solution can also be combined with a press delivery service. This combines the benefits of e-commerce with local economic dynamism.

### 3.3.2.5 Urban parking management

Since 1<sup>st</sup> January 2018, 800 towns and cities are responsible for managing on-road parking.

Since the reform which decriminalises paid roadside parking, this service is deemed to be provided by the local authority. Consequently local councils are responsible for managing it, including non-payment. The size of the new parking fines which are much higher than the previous fines is a source of contestation. However, to avoid paralysing the courts, the local authorities have to organise Pre-court Administrative Claims (RAPO) whose management requires significant digital and human resources.

La Poste has therefore developed an optimised processing chain for the RAPO. It involves:

- the interconnection of Information Systems (the parking operators, terminals, telephones and the website);
- recovering the car driver's version of the events by different channels;
- digitising the exhibits on the dossier;
- having the case examined by specialist lawyers;
- proposing a decision to the authorities.

La Poste has lowered processing costs by sharing the service between local authorities. The Group's experience in dealing with the citizen has also enabled it to set up effective communications with users. There are currently, considerations to make the parking offer or the complaints service accessible in the La Poste Network.

### 3.3.3 THE DEVELOPMENT OF LOCAL SERVICES

The ageing population and the movement towards the suburbs and the countryside is causing isolation and even exclusion. Le Groupe La Poste has undertaken to develop local services geared to the local ecosystem.

#### 3.3.3.1 La Poste Local Services

Over the past few years, La Poste has started to provide local services delivered by postal workers. These services were rolled out by equipping mail carriers with a Facteo-enabled smartphone between 2012 and 2015. More local services have been added over time, and there are now five packages:

<p><b>Proxi contact</b></p> <p>Delivery service with explanation provided by the mail carrier, if necessary</p> <p>For example, this service helps to pass on information about public policy, inform citizens by explaining documents delivered to them, relay information, collect or exchange documents</p> <p><b>Customers:</b></p> <p>local authorities, home marketing companies, banks</p>	<p><b>Proxi data</b></p> <p>Home information gathering service by mail carriers</p> <p>This service helps to support the authorities with regional planning, identify vulnerable individuals on behalf of the local authorities, gather information from people who have recently moved into the area and conduct polling of the public and satisfaction surveys</p> <p><b>Customers:</b></p> <p>local authorities, energy or telecommunication companies</p>	<p><b>Proxi vigie</b></p> <p>Visiting and social interaction service by mail carriers (Proxi Vigie Cohésio) or alert service to flag problems or anomalies they spot in the area (Proxi Vigie Urbaine)</p> <p>This service helps to maintain social ties by visiting isolated individuals and those in vulnerable situations, picking up where carers have to leave off, and reporting damage to public infrastructure</p> <p><b>Customers:</b></p> <p>local authorities, CCAS, insurance and mutual insurance companies</p>
<p><b>Proxi equip</b></p> <p>Service to install and set up simple home equipment by mail carriers (w) or POS installation service (Proxi Equip PLV) at retail outlets or in reception areas (city halls, for example)</p> <p>This service helps to overcome the digital divide, set up more in-home services, ensure that POS materials are installed and that information is relayed in city halls.</p> <p><b>Customers:</b></p> <p>consumer goods advertisers, local authorities, prevention campaigns</p>	<p><b>Proxi course</b></p> <p>Home delivery service (free of charge) for medicines or items such as library loans</p> <p>This service helps to increase access for the most isolated homes, and especially for people with reduced mobility</p> <p><b>Customers:</b></p> <p>pharmacies, retail (excluding fresh products), media libraries</p>	

#### 3.3.3.2 Acquisitions and partnerships for home services

##### Axeo Services, a full offer

It is La Poste's ambition to become the largest supplier of local human services. The Group therefore took a majority stake in the Axeo Services Group in 2016 which is now a subsidiary in the Services-Mail-Parcels business unit.

Axeo Services is a network of services for private individuals and professionals which is recognised on the market. Created in 2006, it operates across France. It offers a full range of services:

- for private individuals: around the house, home care for the elderly, daily needs (Gardening, housework, DIY, etc.);
- for SMEs (cleanliness, maintenance etc.).

##### Asten Santé and DiaDom, helping patients at home

The home health care services sector is growing. This trend is explained by the ageing population, the increase in chronic diseases and the development of home-based medical care.

In 2017, La Poste took a majority interest in Asten Santé. Asten's teams deliver, install and provide round-the-clock maintenance for medical equipment. They also advise patients on using the equipment.

In 2018, La Poste acquired DiaDom, the leader in urology and stomatherapy patient care. La Poste's logistics and human network will be a considerable asset in helping DiaDom's growth. The Company already realises €30 million revenue.

La Poste is therefore increasingly diversifying its activities at the junction points of logistics, home services and health care.

### 3.3.3.3 A service offer dedicated to the elderly

Ageing well today is above all about staying independent as long as possible. 80% of French people opt to stay in their home. Le Groupe La Poste has diversified to respond to the emerging new requirements of seniors and their families.

#### New Business lines for voluntary employees

Le Groupe La Poste offers global action for preventing and accompanying loss of independence at home. Based on trust, it combines new technologies and local people-centred services. New care positions have been created within this framework. They are filled by postmen and postwomen trained in gerontology. These new jobs provide personalised people centred care which is essential for successfully dealing with the increased life expectancy of seniors.

#### Watch over my parents

The Group launched the "Watch over my parents" service in 2016. This service permits the frequency and days of visits to be chosen, from Mondays to Saturdays, as well as the person or persons of trust to be contacted in case of need. The subscribers receive the reports sent by the postman/postwoman after each visit on their smart phones. This information is also available on a personal "Watch over my parents" dossier accessible on a dedicated space on laposte.fr. By the end of 2018, there were 4,000 active contracts and 200,000 services had been provided.

#### The Ardoiz® tablet

Developed by Tikeasy, a Le Groupe La Poste subsidiary, the Ardoiz® digital tablet has been available in all post offices since October 2016. To date, more than 40,000 tablets have been sold. Ardoiz® satisfies an increasing need because 40% of the over 70's are not Internet users<sup>(1)</sup>.

This simplified ergonomic tablet makes using the Internet easy:

- the basic applications are pre-installed;
- simplified browsing;
- the size of the lettering is adjustable.

To provide support to Ardoiz® owners, employees have been given training on how to help silver surfers get their tablet up and running at home. A toll-free number is available to answer questions from users. As proof of its extreme user-friendliness, the Ardoiz® obtained the "tested and approved by seniors" label in February 2017. It was also given the score 14.5/20 by the "UFC Que Choisir" consumer magazine in its last test of tablets for seniors (ranked n°2) The "60 millions de consommateurs" consumer magazine awarded it first place in its comparative "tactile tablets for seniors" test

#### The "My medicines at home" website

La Poste launched the "My medicines at home" website in 2016, in partnership with the meSoigner.fr and Medissimo. This innovative solution reinforces the link between pharmacists and patients. With this completely confidential service, the mail carrier picks up the prescription from the customer's home after a request is placed. Once the pharmacist has filled the prescription, the mail carrier drops the medicines off at the customer's home.

#### Meals on wheels

La Poste launched a meals on wheels service for housebound seniors in September 2017. This service is a response to a growing need. It enables seniors to continue to live at home, have a balanced diet, and to receive regular visits from a person they trust: the postman/woman.

Therefore La Poste's postman/women have delivered 80,000 meals to more than 600 elderly people in 30 municipalities in 18 months. Before launching this new service, La Poste responded to public calls for tenders from local councils and their Municipal Social Action Department. (CCAS). This offer was proposed in 13 French departments in 2018 and will be deployed throughout France in 2019.

(1) Source: CREDOC, 2018 digital survey.

## 3.4 La Poste, a player and partner of territorial ecosystems

La Poste is involved in regional ecosystems. It is an active member of numerous business associations involved in regional action or sustainable development, and has a seat on the Boards of Directors of several management schools, and Chambers of Commerce and Industry (CCI). Some 40 Group representatives are elected CCI members.

This commitment to energizing the regional ecosystems is underpinned by the Group's two-fold approach based on innovation and inclusion.

### 3.4.1 LA POSTE ENGAGES WITH INNOVATIVE PLAYERS IN LOCAL COMMUNITIES

#### 3.4.1.1 La Poste, partner in the innovation ecosystem

Each business unit of Le Groupe La Poste has an innovation division which functions with an open innovation policy. The business units therefore foster relationships with an ecosystem of innovation and start-up in the areas connected to their activities. These relationships can be of different kinds: support for the action, partnerships or skills-based volunteering.

A selection of the Group's programmes is presented below.

#### The French IoT innovation programme

The "French IoT" programme launched by La Poste in 2015 is the first innovation programme for the Internet of Things (IoT) to associate start-up, innovative SMEs and large French groups. It aims to pool skills to encourage the emergence of an IoT sector of excellence.

Each year at the end of a competition, the partners select 15 start-up which have solutions in the health, Smart City/mobility and local services sectors.

The finalists receive support which includes:

- a week long "bootcamp" organised in partnership with the Hub Institute and Docaposte's IoT teams;
- personalised monthly coaching to develop all the aspects of the activity;
- An invitation to the CES Las Vegas with Le Groupe La Poste and its partners;
- full-scale trials with Le Groupe La Poste or one of its partners;
- access to the La Poste's digital hub, IoT platform to increase visibility to B2B prospects.

The innovations supported by the French IoT help to enrich La Poste's local services through digital services.

#### The "Time to Test" programme

"Time to test" is a full-scale testing service offered to start-up by the Services-Mail-Parcels business unit. The tests last between 2 weeks and 4 months. They are proposed to project holders wishing to trial their concept, their prototype or newly marketed offer, together with the business unit's resources. It fosters active relationships with a pool of 170 innovative start-up and SME which irrigate the business lines with new technologies.

59 projects have been supported since 2015. In 2018, Time to Test conducted 12 *proofs of concepts*, to test augmented reality, connected glasses or semantic analysis, algorithms and machine learning to optimise rounds.

#### Innovative sourcing and pooled BigUp4Startup

BigUp4Startup's ambition is to develop contracts, trials and business opportunities between large groups and innovative start-up or SMEs in the territories. The initiative is supported by Start'inPost, French IoT and Time to Test.

Nine events were organised in regional French Metropolises in 2018. La Poste, Orange, la Caisse des Dépôts and Cisco participated in each of them with other large groups or intermediate sized companies operating locally. These events resulted in qualified business meetings between 800 candidate start-up and the Innovation Directors of the 38 partner groups. Since 2015, 60 contracts have been signed between new start-ups and major groups.

The same model of meetings programme will cover Ivory Coast and Poland in 2019.

#### La Poste at the Viva Tech Trade fair

La Poste attended the Viva Tech trade fair in May 2018 accompanied by 40 start-up partners. These start-up come from all regions, illustrating how well La Poste is anchored in local communities. Its employees and customer service managers demonstrated

La Poste's innovative solutions imprinted with the values of service, fairness and proximity, which are part of the Group's DNA. For example the attendees (up 48% on 2018), were able to discover the La Poste's eSanté application, the digital identity or the chatbot for registering for the Highway Code.

### The Start'inPost subsidiary, an accelerator for start-up

Start'inPost is an open innovation mechanism which is designed to permit the Group's operational entities innovate more easily with start-up. The mechanism has supported 74 trials since 2014, 27 of which have led to business partnerships and the Group has invested in three of them. The support offered gives free access to the expertise of La Poste's teams, their address book and to tests with pilot customers. Thus, the start-up can modify its offer or its business model and above all accelerate its growth.

The projects selected fall into five themes which are key for La Poste's strategy:

- digital trust solutions (fintech, assurtech, Innovative means of payment, making exchanges secure, electronic wallet or safe, digital identity, etc.);
- Innovative logistic, transport offers;
- digital B2B (digital marketing, SaaS software, big data, public sector solutions, connected paper, etc);
- the energy transition (eco-mobility, recycling, energetic optimisation, etc.);
- new local services (the Silver Economy, e-health, connected objects, mobile services, etc.).

17 trials were supported in 2018. This was notably the case of:

- commoncents, a tool for giving micro-donations during online purchases or shop purchases;
- rool-in, a prototype electrically assisted bicycle powered by on-board solar energy.

#### 3.4.1.2 La Poste, a facilitator for social innovation

The Group has the necessary human and digital resources for innovating for society and local communities. However it reaffirms its commitment to achieving this innovation through cooperation with all players. La Poste is structuring its action in the long-term with The Dynamic Alliance, les Elanceurs and numerous long-term partnership action.

### The Dynamic Alliance with the social and solidarity-based economy players (SSE)

Le Groupe La Poste and the players in the social and solidarity-based economy (SSE) created The Dynamic Alliance in 2014. This alliance results from the wish to construct responses to contemporary needs through social, social or technological innovation. It includes La Poste, 50 or so national SSE partner networks and many other regional partners.

The SSE impacts on approximately 10% of the French economy. Although the SSE is a vector for innovation in societal action they have limited financial and human resources. The Dynamic Allowance is a means for the Group to create special relationships with the SSE encouraging the building of bridges between them.

At the operational level, it embodies the three areas of the Group's societal commitments.

There are eight areas for cooperation:

- shared premises;
- banking products;
- professional mobility;
- responsible purchasing;
- promoting the energy transition;
- digital services;
- offers to SSE employees;
- mobility of property and people.

An assessment of The Dynamic Alliances was performed in 2018 after four years of existence illustrated by a survey conducted by Le Rameau research laboratory alongside partner networks. It showed that the initiative was highly valued by two thirds of the partners who wanted it to continue.

He also stressed the importance of giving consideration to the disparity between players, initiatives and communities when deciding on how to act. La Poste has got a step ahead in social innovation by creating the conditions for managed dialogue with the SSE's players.

#### Agreements with the Home Care Assistance in Rural Areas Network

The Group has signed a special home care agreement with three major networks – ADMR, UNA and ADESSA domicile. Therefore, the 2,700 local ADMR (Home Care Assistance in Rural Areas) associations located throughout France assist families in rural areas with a range of services involving keeping seniors at home, quality of life, work/life balance, and health. The network of associations has been a signatory of the Dynamic Alliance agreement at the national level since 2016. Its members, who are actively present in public service areas to help the public have been successful in actions with La Poste such as leading Ardoiz digital workshops.

### Partner with France's Federation of Regional Natural Parks (Fédération des Parcs Naturels Régionaux de France - FPNRF)

In 2018, Le Groupe La Poste renewed its partnership with the FPNRF in the context of The Dynamic Alliance. Numerous common subjects of interest were identified: third places, energy transition financing, new forms of mobility, etc.

### Les Elanceurs promote responsible, solidary, and ecological action

The «Les Élançeurs» which promotes projects that are useful for the regions. It includes an Internet site and an annual trophy.

It is intended for any private individual, company or association wishing to develop solidary or ecological solutions. By giving visibility to their actions, the Group wishes to increase, share and amplify them to encourage their deployment.

Experts as well as ordinary people with ideas make this site a source of inspiration for very small businesses, local authorities or large groups alike.

Every year, the Elanceurs Trophy rewards and supports constructive projects in phase with one of the three areas of Le Groupe La Poste's societal commitment. The 10 finalists receive individual support from the Group and increased visibility on the website. The four winners in 2018 were:

- K-Ryole, an intelligent electric trailer for bikes;
- Tricyclerie, which collects and composts organic waste from restaurants, and offices in Nantes;
- Oasis Environnement, a one-stop shop for zero waste solutions for companies and shops;
- Familles solidaires, communal living for seniors in villages.

### Action to prevent banking exclusion

"The action to prevent banking exclusion" is a think tank which was launched in 2012 by La Banque Postale and players in the social and non-profit world. It has 20 members today including ADIE, ATD Quart Monde, Emmaüs, the Red Cross, le Secours Populaire, les Restos du Cœur and Secours Catholique.

The think tank's actions are presented in full in the commitment to customer service chapter, on page 171.

### Partnerships with social innovation associations

#### The "La France s'engage" Foundation: projects with a social impact

The "La France s'engage" programme to support social innovation was initiated by the French State in 2014. The Foundation is the continuation of this programme. It rewards and supports

the most innovative projects for the social and solidarity-based economy. These actions encourage local services and sustainable development in local communities. Comptoirs de campagne has been one of the Foundation's prize winners as well as a winner of the Elanceurs Trophy.

La Poste is a partner of the Foundation in the form of skills-based volunteering. An employee of Le Poste is seconded to the Foundation's management on a full-time basis. The Group informs its employees of calls for projects and sits on the juries which select the projects.

#### Ashoka, a network of social entrepreneurs supported by GeoPost since 2010

Ashoka, a network which was created 35 years ago identifies and supports 3,300 social entrepreneurs in 85 countries. GeoPost renewed its partnership with the Association for the period 2017-2020. This partnership involves financial and/or logistical support for social entrepreneurs especially in the areas of mobility and employment. GeoPost is committed to supporting at least three members of Ashoka.

In parallel the Association is organising discovery sessions for employees to find out about social innovation. Opportunities for employees can also be identified with social entrepreneurs. Social innovation is seen as a real opportunity for growth and a way to foster employee commitment.

#### GEOPOST, A PARTNER FOR LOCAL INITIATIVES

GeoPost seeks to stimulate innovative ideas internally and externally. Its innovative entrepreneurial programme draws on its employees' expertise, especially in the delivery and local skills areas.

- The innovation and CSR Departments are involved in Le Groupe La Poste "20 projects for 2020" initiative. The prizewinners' projects are supported for a year with the purpose of creating a subsidiary. Over 3,000 employees have submitted more than 1,000 projects since 2014.
- GeoPost supports local innovative companies. They benefit from preferential rates, free transport, prices, financial support or skills based volunteering. For example, GeoPost is supporting e-commerce entrepreneurs in Lithuania and Croatia.

#### La Banque Postale supports crowdfunding for individual projects

La Banque Postale has supported **KissKissBankBank** since 2011. In June 2017, it acquired 100% of this company's capital, which is now the crowdfunding leader in Europe. The platform enables funds to be raised from the family, friends or the general public. La Banque Postale finances 50% of a favourite project selected by its customers every month. Over 110 projects have been supported in this way since the partnership began.

In 2018, La Banque Postale also renewed its commitment to the **Social Cup**, the first cup in France for youth social entrepreneurship. Over 3,000 students were involved, submitting almost 200 projects for innovative social companies. The 12 finalists received a financial award for their first crowdfunding campaign on KissKissBankBank. In 2018, La Banque Postale also acquired **Goodeed**, a platform for private individuals to give to NGOs and associations which has become a subsidiary of KissKissBankBank.

### 3.4.1.3 La Poste, a developer of new working methods

Le Groupe La Poste focusses on specific actions in each community which reflect the changes in the way people live, work and consume. Digital services and communal are ways for new types of workspaces to be tested in towns and rural areas. They improve the business network.

#### La Poste works with local authorities to identify the need for communal work spaces

Coworking, fablab, hackerspace, makerspace or living lab, the new generation communal workspaces try to provide an answer to the economic and digital divides in local communities. Communal workspaces provide a new model for working together because they bring together companies, associations, artisans or freelancers in the same working area. Resources and skills can thus be shared to develop local businesses. They have multiple benefits because they are adapted to the needs of their local community. Communal workspaces therefore solve problems of mobility, access to digital services or industrial tools.

## 3.4.2 LA POSTE, IS COMMITTED TO THE SOCIAL INCLUSION AND EDUCATION OF THE MOST VULNERABLE

Le Groupe La Poste is committed to preventing all forms of exclusion. It supports education, which is a powerful lever for integration and a great national cause. Is also involved in the sheltered and adapted work area

### 3.4.2.1 The Initiatives by the Group

#### L'Envol, the La Banque Postale campus

La Banque Postale Is committed to social sponsorship for education and equal opportunity. It therefore created "L'envol, le campus de

### Nomade, experimental co-working spaces

The growth in teleworking in France is a response to congested transport networks and as well as fighting climate change by avoiding home/work journeys. Teleworking also responds to a desire for single business people to collaborate and exchange with others

La Poste is deploying its Nomade co-working space offer in average sized towns and periurban areas. It is therefore creating a balanced network over the territory and contributing to the economic growth of the local economy.

After having successfully set up 6 Nomade sites in the Île-de-France, La Poste is now testing coworking offices in post offices in the Gers. Ranging from 15 to 120 m<sup>2</sup>, they are an additional but noncompeting offer with the existing offer.

### Poste Immo is supporting the development of Startway

Startway offers a low cost coworking model with spaces from 300 to 1,500 m<sup>2</sup>; a business model that makes it very attractive. The premises belong to Poste Immo and are leased by Startway, the n°1 on the French market<sup>(1)</sup>. Startway therefore opened 5 additional spaces in 2018. It now has 22 sites offering 1,300 work stations throughout France.

Clients have access to services developed by Le Groupe La Poste for businesses in these areas. For example franking, banking, digital or logistics services. The services supplement existing services (coaching meetings, events, restaurant, conference spaces, etc).

On some sites, such as Poitiers, Renaudes or Lyon, La Poste's Regional teams work alongside local start-up in a logic of open innovation. This ecosystem helps to reduce the risks facing entrepreneurs.

*La Banque Postale*" in 2012. It has been supported by the Ministry of Education since its launch. Its mission is to assist talented pupils from disadvantaged backgrounds throughout France.

The pupils receive personal support from high school up until they enter one of general, technological or professional streams of excellence in higher education. The support can continue until they find their first job. High school students who wish to prepare for medical studies, Sciences Po and other prestigious educational institutions, benefit from 29 intensive training courses to prepare them for the tough entrance exams.

This programme innovates by the length of the support received, between 6 to 8 years, creating an essential bridge between high school and higher education.

(1) Number of sites.

The employees of the La Banque Postale and Le Groupe La Poste can get involved by sponsoring a young person or become a trainer sponsor. Since 2017 the employees have been offered training before they commit to helping a young person. 815 volunteer employees have joined the community of sponsors since the programme was launched. They have assisted 584 students

L'Envol Embodies the Group's values and encourages the civic commitment of its employees.

### L'Appui of the Banque Postale

L'Appui Is an advice and orientation platform for customers in financial difficulties. Its modus operandi and social benefits are described on page 172 of this report.

### A pool of temporary transforming agencies

To help the long-time unemployed return to work, a pool of 127 integration-oriented temporary staffing agencies was set up in 2016. So that small temporary staffing agencies can present their candidature, calls for tenders have been regionalised and groupings of agencies are allowed.

The temporary staffing agencies chosen have a very fine geographical network which means the Group can use temporary staff who have been long-term unemployed over the whole territory. This satisfies La Poste's requirements for a varied workforce and also enables the Group to respond to calls for tenders which include an integration clause.

It can also respond to competitive tenders with integration assistance requirements. A set of materials for employees making use of this pool plus awareness-raising tools were circulated in early 2017.

### La Fondation La Poste

The Foundation supports multiple actions for vulnerable people notably workshops on writing and using writing in their daily lives and on oral expression to increase their chances of finding a job.

## 3.4.2.2 Long-term partnerships

### Second Chance Schools ("Les Écoles de la deuxième chance") for building a career plan

The Second Chance School (*Écoles de la deuxième chance* (E2C)) assists Young people who have left the school system to retrain for a professional project. For instance they can prepare for recruitment interviews for apprenticeships.

In 2018 La Poste, which is a founder member of the E2C network renewed its partnership with it, which has 125 schools and 15,000 young assisted people. 600 postal workers were involved throughout France under 39 local agreements.

The Group supports the initiative by involving volunteer employees in the workshops welcoming trainees or providing apprenticeships. The schools also receive the apprenticeship tax paid by the Group's entities.

### Our Districts' got talent (*Nos Quartiers ont du Talent* (NQT))

The Group's partnership with NQT, which was renewed in 2018, enables the Company's executives to:

- mentor young graduates with a degree and higher qualifications in their journey towards employment;
- to enhance the Company's image by attending afterworks;
- to make presentations to new member companies or local authorities;
- to lead workshops for these young people.

The Group was involved in the "talents hub" which welcomed 2,500 young people this year in the presence of the judo star Teddy Riner. The Prime Minister also attended this event again underlining the government support for this initiative. It proved its effectiveness: 70% of the young graduates mentored found a job within six months. 244 young people received support.

### The #stopillettrisme association of French mayors

Together with the #stopillettrisme association, the Group is committed to ending illiteracy.

This initiative enables the illiterate employees of service providers to attend a qualifying literacy course. The Group's volunteer employees assist them, or help them to deepen their knowledge of the courses depending on the request by the trainee. 12 people were supported in 2018.

### Le foyer de Cachan

Le Groupe La Poste has been a partner of the Foyer de Cachan/ Robert Keller college for many years. This school is for adolescents with problems at school. It gives them the taste for studies and guides them towards success

Three modules established after collaborative reflection propose 40 workshops on discovering the world of business, preparing for the future and access to culture.

Every year the students receive career advice, assistance with looking for internship or apprenticeship, and for preparing recruitment interviews.

The Group is proud of the 100% pass rate for the Professional High School Diploma in commerce. A percentage which shows the key role played by the school/company partnership in the students' success.

### 3.4.2.3 The Group supports the civic commitment of the employees and their actions

La Poste actively supports its staff associations who work in the Solidarity area. It encourages its employees' commitments through sponsorship or skills-based volunteering. Active and retired employees are involved in these structures thus embodying their company's commitment.

#### Support for staff associations

Le Groupe La Poste's system of employee-related activities is built around a network of non-profit organisations. In recent years, these have had to deal with two major challenges: the mounting complexity of legal and financial issues and the need to appoint the next generation of leaders and managers.

##### A plan to support of postal associations

La Poste's National Department of Social Activities (DNAS) has set up a support plan. It aims to prevent risks through training. It also encourages employees to volunteer during a dedicated day.

In 2017, training was held for all leaders in the postal volunteering universe. A set of 172 points requiring close attention was drawn up for association leaders as part of this training to help them manage their activities.

### The civic commitment reflected by the Group's mechanisms

#### Philanthropy through financial support - Key figures highlighting community action initiatives in 2018

Type of engagement	Entity		Budget in €
Philanthropy	La Poste	Tax-deductible charitable donations by La Poste, including:	6,331,515
		La Poste's Corporate Foundation	960,000
	La Banque Postale	Tax-deductible charitable donations by La Banque Postale	2,911,058
	GeoPost	Charitable donations to Institut Pasteur, Ashoka, etc.	529,409
<b>TOTAL</b>			<b>9,771,982</b>

#### Skills-based volunteering

After several months of work, a new more ambitious skills-based volunteering policy open to all employees was taking shape in 2018. Its scope has been redefined as Solidary, the Environment, Education, Health, Sport, and Culture.

For the first time, two highpoints the "All committed!" event days brought together the community of skills-based volunteer

### A philanthropy agreement with France Bénévolat

Signed In 2017 the agreement puts postal associations in contact with other voluntary associations. It provides associations with access to a study library on volunteering and to the website where volunteering offers are published.

#### A specific HR "postal voluntary management" function

A specific HR function was created in 2017, in response to objective of encouraging commitment from employees Its role is to support individuals who decide to play a key role in non-profit organisations with the management of their career and highlight the value of their volunteering roles.

#### GeoPost's employees engage with the voluntary world throughout Europe by rolling out the "Business and Civil Society" programme.

More than 28,000 GeoPost employees across all subsidiaries were involved in local community initiatives.

In 2018, our work supported 679 voluntary groups or NGOs through skills-based volunteering or community transport services. What's more, three corporate foundations work on the ground in Spain (SEUR), Germany (DPD Germany) and Poland (DPD Poland).

employees. The employees were updated on information about the Group whose values they represent when on secondment to other structures. There were workshops on the joint establishment and exchange of best practices. Finally, given the numerous ties between associations in the social solidarity-based economy and La Poste, the employees were asked to think about their role as ambassadors in both sectors.

### Skills-based volunteering creates value for the employee, the beneficiary, and the Group

#### For le Groupe La Poste

Volunteering enhances talent and trains through experience  
 It embodies its societal commitment  
 It engages its teams  
 It develops its employer brand  
 It strengthens its local anchorage  
 It enables a positive and diverse career path to be constructed

#### For employees

It develops their skills and puts these skills into practice  
 They experience new practices and new horizons are opened  
 They find a meaning and build a positive and diversified career path  
 They share pride with the company La Poste.  
 They weave links

### Volunteering and sponsorship

Since 2014, employees in the Network and La Banque Postale have been able to provide partner associations with their skills during their work time. In 2018, over 150 employees were seconded to associations.

There are seven associations: l'ADIE, *l'association nationale des missions locales*, *Entreprendre pour apprendre*, FACE, la Finance pour tous, Passerelles et compétences and Unis-Cité.

The skills supplied cover:

- education on budgeting;
- coaching students about the Company;
- communication;
- information technology;
- marketing;
- finance;
- etc.

A call for projects from employees who are already volunteers in other associations will enlarge the range of partners in 2019. In parallel, the first "Experts Exchange" in December 2018 gave members of associations the chance to put questions to the experts of the Banque Postale and the Network.

#### For the beneficiary structure

It has access to skills  
 It integrates methodologies  
 It spreads best practices  
 It accompanies a change of scale  
 It benefits from a privileged connection and rich and unexpected human exchanges  
 It creates awareness of its business activity  
 It enlarges the potential of the volunteer population

### SOLIDARY TRANSPORT WITH GEOPOST

GeoPost's employees share their professional expertise and skills with numerous communities, non-profit organisations, NGOs and public institutions (schools, hospitals, etc.). Each employee can get involved in the relevant actions for their subsidiary in two main areas:

- solidary transport: GeoPost's expertise in logistics and delivering serving the communities where the Group is important;
- the commitment by employees: skills and motivation in support of communities;
- Many causes are supported: childhood and youth, health, education, seniors, disabled people, disadvantaged people or the environment.

### Sponsorship through the Group's actions

At La Poste, hundreds of employees are involved in actions like l'Envol, Second Chance Schools (*Les Écoles de la deuxième chance*), le Foyer de Cachan or #stopillettrisme (see page 84).

### In Germany, GeoPost's employees sponsor children throughout the world

Besides the Plan International Children's Charity, the German DPD Foundation sponsors children in Africa, Asia, and Latin America. Over a hundred of DPD Germany's employees and young trainees are involved in this.

## 3.5 Appendice

### GEOGRAPHICAL PRESENCE

GRI	Indicateur	Périmètre	Unité	2016	2017	2018
102-7	Sorting centres, distribution hubs and depots	LGLP	Number	3,824	2,890	<b>2,898</b>
102-7	Customers per day	La Poste	Millions	1.6	1.5	<b>1.5</b>
102-7	Homes served	La Poste	Millions	39	41	<b>39</b>
102-7	Livret A passbook savings accounts	LBP	Millions	16	15.5	<b>15.3</b>
102-7	Outlets, France	La Poste Network	Number	17,159	17,100	<b>17,238</b>
102-7	Post offices	La Poste	Number		8,655	<b>8,145</b>
102-7	Community and inter-community branches	La Poste	Number		6,075	<b>6,339</b>
102-7	La Poste Relais service points	La Poste	Number		2,513	<b>2,754</b>
102-7	Mail carriers-counter clerks	La Poste	Number	564	755	<b>922</b>
102-7	Public service centres	La Poste	Number	392	504	<b>503</b>
102-7	Highway code test centres	La Poste	Number	380	549	<b>549</b>
102-7	La Poste Relais-SSE service points	La Poste	Number		14	<b>17</b>
102-9	Purchases	La Poste	Million euros (excl. VAT)	3,463.8	3,616.6	<b>3,783.0</b>
201-1	Number of La Poste mobile phone customers	La Poste Mobile	Millions	1.3	1.4	<b>1.5</b>
203-1	French population located less than 5 km from a postal outlet	LGLP	%	96.8	97.1	<b>95.7</b>

## ECONOMY

GRI	Indicateur	Périmètre	Unité	2016	2017	2018
201-1	Revenue from commercial activities	LGLP	Billion euros	17.7	18.5	19.2
201-1	Share in profits/(losses) of jointly controlled companies	LGLP	Million euros	6	8	- 14
201-1	Share in profits/(losses) of other associates	LGLP	Million euros	191	297	291
201-1	Operating profit/(loss)	LGLP	Million euros	975	1,012	892
201-1	Employee wages and benefits	LGLP	Million euros	13	13	13
201-1	Wages, salaries, bonuses and allowances	LGLP	Billion euros	8.9	9.1	9.4
201-1	Pension contributions, social security contributions and employee benefit costs	LGLP	Billion euros	3.0	3.1	3.1
201-1	Taxes and payroll contributions	LGLP	Million euros	782	779	767
201-1	Local taxes	LGLP	Million euros	151	143	135
201-1	Miscellaneous taxes	LGLP	Million euros	92	115	122
201-1	Income tax expense	LGLP	Million euros	104	248	161
201-1	Amount received in respect of the CICE tax credit	LGLP	Million euros	338	391	320
201-1	Dividends paid to La Poste shareholders	LGLP	Million euros	171	173	171
201-1	Access to banking services	La Poste	Million euros	355	340	320
201-1	Regional planning	La Poste	Million euros	170	174	174
201-1	Philanthropy and sponsorship	LGLP	Million euros	13	15	11
201-1	Funding granted to the Foundation	LGLP	Million euros	1	0.960	0.960
201-1	La Banque Postale SRI amounts outstanding	LBP	Billion euros	97.2	109.1	115.06
203-2	Weighting of SRI outstandings in relation to total assets under management	LBP	%	54.0	50.0	50.0
201-1	La Banque Postale net banking income	LBP	Billion euros	5.6	5.7	5.6
203-2	Revenue of the Digital Services business unit	Digital Services	Million euros	609	672	716
203-2	Electronic vaults	Digital Services	Number in millions	1.6	2.2	3.0

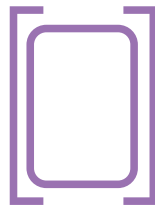
## SOCIETY

GRI	Indicateur	Périmètre	Unité	2016	2017	2018
413-1	Expenditure on temporary staff	La Poste	Million euros	221	310	312
413-2	Purchases from the protected sector and from integration sector organisations	La Poste	Million euros	19.4	24.4	21.95
102-9	Purchases from the disabled and sheltered sector	La Poste	Million euros	14.8	16.8	14.34
102-9	Purchases from the integration sector organisations helping people back into work	La Poste	Million euros	4.7	7.5	7.61
413-2	Financing for the local public sector	LBP	Billion euros		10	13.4
413-2	Financing provided to small- and medium- sized businesses	LBP	Billion euros		2.4	
413-2	Personal microloans	LBP	Number	2,226	2,114	1,943
413-2	Livret A passbook savings accounts holding assets of less than €150	LBP	%	51	51	51
413-1	Silver economy revenue	La Poste	Million euros	3.6	71	137
413-1	Personal assistance services (Proxi) revenue	LGLP	Million euros	19.2	33.9	58
413-1	Innovation projects supported with Start'inPost	LGLP	Number (total since 2014)	30	50	74
413-1	Co-working sites developed together with Start-Way	LGLP	Number		15	20

# 4

## ETHICAL AND RESPONSIBLE DIGITAL SERVICES

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LE GROUPE LA POSTE **ACTS**



## FOR ETHICAL AND

The digital revolution and the omnipresence of the technology are undoubtedly the most significant of all the technological and societal changes we have seen in the past 20 years. La Poste is actively working to ensure that everyone can have access to inclusive, responsible and ethical digital services.

### TO PROMOTE INCLUSIVE DIGITAL SERVICES

La Poste actively works to give everyone access to digital services.

Leveraging the long reach of our bricks-and-mortar and people-centred networks, La Poste actively works to give everyone access to digital services. We have equipped our mail carriers with mobile handsets and installed digital tablets in our post offices to connect people and ensure they get the advice and support they need. We also want to set the standard when it comes to access to our websites and our mobile apps.

### TO DEPLOY RELEVANT DIGITAL TECHNOLOGY AVAILABLE TO ALL

As a digital service provider and a trusted third party, Le Groupe La Poste is delivering simple and effective solutions (e-signature, digital ID, electronic vaults) and offers digital support services.

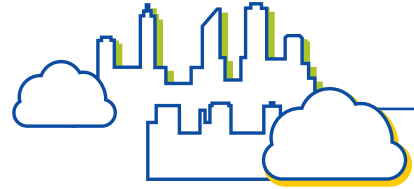
Digital has the power to promote inclusion and access to services – especially banking – provided you know how to use it. But 33% of French people who say they are struggling think that they need a short training course. Le Groupe La Poste develops solutions to keep customers' data safe and make sure it is used responsibly. La Poste are also investing in e-health through our Docaposte subsidiary.

### TO ENSURE ETHICAL, TRUSTED DIGITAL SERVICES

The data charter formally sets out our commitment to confidentiality. All mail carriers take an oath to comply with the charter, which sets them apart from all other data operators.

La Poste has the address of everyone in France, making it one of the oldest data management companies. The new general data protection regulation (GDPR) governs how private data is processed. But La Poste has always been extremely vigilant about its customers' data.

# RESPONSIBLE DIGITAL SERVICES



4

## 90,000 Facticeo smartphones

for mail carriers to simplify their daily routine and provide the opportunity to offer new services.

**7,800 digital tablets** available for customers in La Poste community outlets.

## 503 public service areas

digital mediation in our public service areas means access to an internet connection, a computer, a scanner and a printer. It provides access to partner public service providers for people living in rural or mountain areas, together with help and support from specially trained customer service managers.

**300 post offices** Roll-out of the banking inclusion plan using digital technology in 300 post offices. Access to digital services is essential for independence nowadays, but some people are excluded from digital technology. La Banque Postale has teamed up with WeTechCare, the Union Nationale des PIMMS and FACE to spot, support and train people with little or no digital skills in how to use banking services to be more independent.

**€500 million** in revenue for Docaposte, our subsidiary that facilitates digitisation of public policy by local authorities.

**7 partner networks** to deliver digital mediation in post offices: customers receive help using the websites of the main public service operators, like the employment centre, Pôle Emploi, or the family benefits agency, CAF.

## 3 million electronic vaults and Digiposte+ mobile apps.

Residents of France have free access to a digital safe where they can securely store their payslips and other official documents, which simplifies administrative tasks. The service is available for individuals and SMEs to securely store and exchange documents. It is stored for an unlimited period and hosted on servers located in France.

## Digiposte+ Ma santé

Docaposte offers eSanté, a consolidated space with three separate solutions. The first two are intended for individual customers.

**The digital ID** service already has 210,000 users. They connect to all online public services using a unique identifier, verified at home by the mail carrier.

**The Digital Pass**, trialled in the autumn of 2018, gives access to digital training workshops. It will be rolled out in public service areas and in post offices.

## ISO 27001-2013 certification process

Mediapost, a Group's relationship marketing subsidiary, has been certified in 2018, guaranteeing its ability to protect its own and its customers data. Only 200 companies in France have obtained this certification.

**DOCAPOSTE BPO** is an approved private health data hosting provider for medication master files.

**Fully GDPR-compliant:** in 2017, we anticipated implementation of the General Data Protection Regulation. Our compliance systems boosted the protection of private data in the Group.

## Data Charter and oath

The data charter and oath are part of the framework developed by Le Groupe La Poste to keep customers' data safe and make sure it is used responsibly.

**All managers** have received training in data protection.



## Ambitions

Digital technology has triggered an in-depth transformation in society by creating new opportunities for services and a change in usages: sustained development of e-Commerce and platforms, increased move toward paperless documents and exchanges, emergence of fintech, etc.

This development raises questions concerning ethics, data confidentiality, and even exclusion of a part of the population.

With its historical positioning as a trusted third party, the Group aims to implement best practices. It notably uses digital technology to modernise its services and supports companies, players in the public sector and private individuals in their new uses. In addition, it ensures it uses digital technology as a lever for social inclusion. As part of this process, it has set the following objectives for 2020:

## KEY OBJECTIVES AND MILESTONES

Aspect	2020 Objectives	Progress at 31 December 017
Employee training	<ul style="list-style-type: none"> <li>• training on personal data protection (e-learning module launched in 2018)</li> </ul>	<ul style="list-style-type: none"> <li>• 4,900 people trained in 2018, versus 360 in 2017</li> <li>• 100% of managers trained in 2018</li> </ul>
Equipment	<ul style="list-style-type: none"> <li>• Factéo smartphones for mail carriers</li> <li>• computer hardware for citizens' advice centres (MSAP), with Internet connection, printer and scanner</li> </ul>	<ul style="list-style-type: none"> <li>• 90,000 Factéo devices issued</li> <li>• Computers installed at all 503 public service centres (MSAP)</li> </ul>
Digital vault service	<ul style="list-style-type: none"> <li>• Promote Digiposte+ (digital vault and assistant)</li> </ul>	<ul style="list-style-type: none"> <li>• €3 million Digiposte+ digital vaults used</li> </ul>

## 4.1 Data security and responsible data use

Work on implementing GDPR continued in 2018. The compliance programme includes IT, organisational and legal aspects, as well as a significant effort to raise employee awareness. In this context,

the oath taken by postal workers represents a strong and unique commitment. The Group guarantees that its customers' data is secure and will be used responsibly.

### 4.1.1 INTRODUCTION OF THE GENERAL DATA PROTECTION REGULATION (GDPR)

To prepare for the General Data Protection Regulation's entry into force on 25 May 2018, the Group set up a compliance project in 2017. A Group Steering Committee has been set up. This consists of the Chief Data Officer (CDO), the Data Protection Officer (DPO), the Group Chief Information Systems Officer, the Group Chief Cybersecurity Officer, the Chief Legal Officer and GDPR project managers in the business units.

It involved a three-step process:

- mapping the processing to be analysed;
- assessing non-compliance;
- defining a prioritised action plan.

The processing analysed was selected using a risk-based approach as recommended by the GDPR and the CNIL (French data protection authority). On the basis of this diagnostic assessment, action points required to make processing GDPR-compliant and to tighten up the safeguards for the protection of personal data within the Group (publication of standards and procedures) were established.

These actions are monitored by the Steering Committee and the IT Monitoring Committee.

#### **MEDIAPOST, THE FIRST COMPANY TO BE ISO 27001:2013 CERTIFIED IN THE LOCAL COMMUNICATION MARKET**

In 2018 Mediapost, the Group's relational marketing subsidiary, was awarded ISO 27001:2013 certification for the processing, enrichment and analysis of data for the production of address and telephone records for its customers' marketing campaigns. The standard certifies Mediapost's ability to protect its own data, as well as data entrusted to it by its customers. Only 200 companies in France have received this certification, which is a testament to the Group's unflinching compliance with GDPR requirements.

### 4.1.2 LE GROUPE LA POSTE'S DATA CHARTER

Even before GDPR, the Data Charter adopted in May 2016 brought the development of the Group's digital services into line with its values of transparency and ethics. As a trusted third party, Le Groupe La Poste is required to offer its customers a simple, secure and comprehensive digital solution.

The Group's activities increasingly draw on a wide variety of data, including:

- management data;
- industry data;
- data provided by individual customers and businesses;
- partner data;
- identification data;
- transaction data;
- data from transactions at counters or ATMs, websites, mobile apps and connected objects, etc.

The Data Charter establishes the framework for using consumer data. It is intended to cover all stakeholders:

- **external:** consumers, individual customers, professionals, non-profit organisations and client businesses, suppliers, public authorities and the Group's shareholders (Board of Directors and Quality and Sustainable Development Committee);
- **internal:** data controllers and, more generally, all employees of the La Poste parent company and of its main subsidiaries.

The Data Charter is underpinned by six major goals:

- provide customers with a constantly-growing range of services;
- give people control of their personal data;
- protect data and report on how it is processed;
- safeguard trust-based relationships between customers, suppliers and other partners;
- promote open data and open innovation for the common good;
- do what is necessary to achieve its leadership, governance, change management and continuous improvement objectives.

Since 2016, three major types of asset have been harnessed:

- **people:** the extension of the employee oath to cover digital aspects. La Poste employees and those of its digital subsidiaries now undertake to maintain the confidentiality of all electronic correspondence and citizens' personal data;
- **technical assets:** a pooled infrastructure – the data lake. The very concept of the data lake (security measures, traceability, consent, storage periods, etc.) means that projects comply by design with the Data Charter and GDPR (see above);
- **expertise:** a centre of artificial intelligence expertise, ProbaYes. This expertise bolsters the Group's capabilities and endows it with know-how in artificial intelligence that can underpin the performance of the business units (traffic forecasting, fraud detection).

In 2017, the resources required for roll-out of this approach were put in place:

- the guide explains and provides illustrated examples of the Data Charter, enabling everyone to understand the Group's commitments on how it uses data;
- the hands-on information sheets provide operational solutions to the issues they face. They must have the resources to perform their duties.

The guide and hands-on sheets have been deployed to 3 target populations in 2018:

- data controllers and data handlers: all those who collect and use data to ensure that it is processed in accordance with the Data Charter and the regulations;
- all employees: a deployment programme consisting of educational materials, training and special tools is tailored to each population to inform them of the commitments made by La Poste so that they can understand what these mean in practice for their day-to-day tasks. The objectives, which have been met, were to have trained 100% of managers and provided appropriate systems for all data handlers by year-end 2018. By year-end 2019, the objective is for all postal workers to have been given the relevant information;
- external audiences: once the relevant actions to support employees have been implemented, the Group will showcase its programme of initiatives on a website dedicated to data (data.laposte.fr). This action will be guided by the sixth commitment of the Data Charter: do what is necessary to achieve its objectives.

Based on the discussions and work conducted with the Group's business units, data and artificial intelligence projects were implemented focusing on fraud detection and optimisation of post and parcel delivery/distribution.

## 4.1.3 GOVERNANCE FRAMEWORK FOR DATA PROTECTION

The GDPR and Data Charter roll-out is aligned with the Group's data governance framework and brings several participants into play. Some of these roles are new, such as the data protection officer (DPO) and the Chief Data Officer (CDO). Others, such as the Information Systems Department, the Heads of Information System Security, Audit and Control, and the CIL (French data protection authority) officer, already existed. The data roles and responsibilities are presented below.

### 4.1.3.1 Roles and responsibilities in the data protection framework

#### Data protection officer (DPO)

The data protection officer monitors compliance with the regulations concerning the protection of personal data within the Group and does so completely independently. The DPO provides information to employees, raises their awareness about key issues and advises on how personal data should be processed. Verifying compliance with the data protection regulations is another aspect of this role.

#### The Chief Data Officer (CDO) and the artificial intelligence (AI) data unit

The CDO and supporting team are tasked with harnessing the full value of La Poste's data capital and helping to lead the Group's data transformation. This objective is achieved by:

- building an internally shared trust ecosystem that radiates externally;
- developing an asset composed of reusable data bricks enriched whenever they are reused;
- accelerating business unit projects with increasing value added.

The CDO is also responsible for communicating about and delivering the cultural change necessary for the Group's transformation. The CDO leads the CDO Committee – which consists of the CDOs, the DPOs, the information system security managers, the compliance officer and the Communication Department – which meets three times a year.

#### Information systems division

Its roles include:

- supporting the digital transformation;
- overseeing the consistency and optimisation of the Group's information systems.

It prepares for key decisions and coordination of the Group's information systems. These decisions are made by the Group's Information Systems Committee chaired by the Corporate Secretary consisting of three Executive Committee members (secretariat-general, HR, Head of the Digital Services business unit), project owners of the business units' information systems and the Purchasing Department.

#### Head of information systems security

Each Le Groupe La Poste entity (business units, parent company, services to business units and subsidiaries) has to appoint a head

of information systems security. The head of information systems security implements and is responsible for smooth operation of the security management system for information systems at entity level, in line with the Group's information system security policy. By virtue of their knowledge of the Group's information systems, the information systems security and cybersecurity teams can provide valuable input on decisions concerning technologies and infrastructure alongside the technical and information systems teams in the Technical Core Committee.

#### Group Audit and Risk Management division

Through regular audits at the business units, the Group Audit and Risk Management division analyses and monitors risk management and internal control issues related to GDPR compliance and introduction of the Data Charter.

#### Deputy DPO or French data protection authority advisor

The point of contact for the DPO, he or she discloses any personal data processing carried out within the entity and ensures that it is compliant. The deputy DPO also helps to raise awareness of and apply the personal data protection policy drawn up by the Group.

### 4.1.3.2 Leadership of data projects

Data projects provide the backbone for the roll-out of Le Groupe La Poste's data strategy. Data handlers are involved in the various stages of these projects and have to address the following six aspects:

- **communication and cultural change:** ahead of and after projects, a shared data culture needs to be instilled at every tier of the organisation to nurture projects and accelerate their implementation;
- **data quality:** data projects utilise data to enrich and provide increasingly personalised services and to improve production systems, and data quality plays a key part in ensuring data can be used as effectively as possible;
- **technologies and infrastructure:** the use of agile and innovative solutions to create technology building blocks makes it possible to put state-of-the-art infrastructure in place for highly ambitious projects;
- **privacy and security:** La Poste possesses vast quantities of data – a key asset that will play a major role in its future success. Protecting it is therefore a strategic priority. It is also crucial for customers allowing the Group's various entities to handle their data and trusting them to look after it;
- **regulatory compliance:** because La Poste has elevated regulatory compliance to the level of a societal commitment and because it underpins its trust-based ecosystem, this is a core issue for data projects from the moment they start up;
- **procedures and standards:** to entrench best practices and achieve compliance with the rules on data use, the establishment of formal procedures, standards and policies and easy access to them is a priority.

## 4.2 Digital services that everyone can access and manage

13 million French people say that they struggle with digital technology, while 34% of citizens living in towns say that they do not benefit from it at all. Bridging the digital divide is a major issue for society. Given its regional coverage, La Poste believes it can

offer the relevant solutions to educate or train the most vulnerable citizens. It can spearhead meaningful initiatives to promote access to and the use of digital services for all French citizens, wherever they live.

### 4.2.1 ACCESSIBILITY OF THE GROUP'S WEBSITES

Le Groupe La Poste has a responsibility to make all its digital platforms accessible. Its teams work to make them user-friendly, intuitive and responsible. The website [www.laposte.fr](http://www.laposte.fr) can be accessed by the visually impaired and meets current standards of accessibility. Deaf users and those with hearing impairments can access online customer service provided by employees using French sign language and a webcam.

#### 4.2.1.1 Accessibility by design

Websites for internal and external audiences have to be accessible by design.

The Digital & Accessible Intranet site for the Group's employees answers any site accessibility questions they may have. For example, what accessibility guidelines should be included in a supplier consultation or call for tenders? What are the best accessibility practices when creating a website or an accessible mobile app? How can accessibility be built into a project from the outset?

This website provides a central repository for all the methodological resources and best practices for making digital platforms accessible, which are equally applicable for purchasing, IT, communication and indeed any other functions.

Moreover, accessibility criteria are included in the specifications of service providers.

Le Groupe La Poste also calls upon a pool of specialist providers who can help it with:

- make its digital products accessible and evaluate that accessibility;
- develop accessible app features.

In 2018, IT services were centralised within the IT shared service centre. This supported the business lines in their day-to-day operations while pooling resources to reduce costs.

#### 4.2.1.2 Employee training and awareness

In addition to the Intranet site, the Group has developed a series of training courses. These range from awareness-raising to digital accessibility and accessible website development. Special attention was paid to the teams' ability to evaluate the accessibility of platforms. The aim is to guarantee the expected results. In 2018, work was carried out jointly with HR Departments as part of the reform of digital accessibility for public service websites.

Together with nine other groups, Le Groupe La Poste has also made an educational film intended for all staff working on web, mobile or e-learning content. All employees also have access to a generic e-learning module via the Group's training platform.

### 4.2.2 DIGITAL MEDIATION

Digital equipment is being rolled out to the Group's 17,000 points of presence across the country. This is supported by funding provided for in the local postal coverage agreement. The use of the equalisation fund is decided by the departmental committees on postal services (CDPPT), depending on the local situation.

#### 4.2.2.1 At postal outlets

For example, digital mediation consists of offering guidance to people using the 503 public service areas located within post offices. Customer service managers help users to browse the websites of partner agencies (employment agency, family benefits agency, etc.). If need be, they can refer users to specialist organisations.

The training was designed by Les Adrets, an organisation specialising in mediation in rural and mountain areas.

#### A digital ID for citizens' advice centres and the post office

33% of French people who say they are struggling think that a short training course is the best way of improving their digital skills<sup>(1)</sup>

Digital inclusion is a recent issue in France. However, it is becoming increasingly pressing, as more and more everyday tasks and public services are digitalised. People who are "digitally excluded" (13 million French people in 2018) are thus at risk of no longer being able to access these services or exercise their social rights.

In 2018, La Poste was involved in the initiative launched by the French Secretary of State for Digital Affairs to develop a national strategy for digital inclusion. La Poste volunteered to take part in the work and was co-rapporteur of the task force on governance. It now sits on the national committee responsible for monitoring the implementation of the strategy. It will therefore be associated with the roll-out of the inaugural Digital ID scheme. Trialled in the autumn of 2018, this provides access to five or ten supervised training workshops. The ID is designed to empower people lacking the digital skills to exercise their rights and use online services. At the post office, employees are trained to identify people who struggle with digital tools and might benefit from this training.

#### 4.2.2.2 At home

In the same vein, mail carriers carry out home visits as mediation officers between individuals and the main government agencies.

For example, the family benefits agency in Grenoble has enlisted the help of La Poste to make home visits to claimants who do not use the agency's online services. La Poste's employees can test their equipment and show them how to use the agency's website. As a result of the scheme, a significant proportion of the people

visited have started using the website. The agency is now keen to extend the service. Other pilot schemes have taken place, for example with the Department of Public Finances in Moselle to help vulnerable taxpayers complete their tax returns.

#### 4.2.2.3 Dedicated schemes for young people and the elderly

La Poste has unveiled Ardoiz, a new digital tablet with services for the elderly. This scheme is described in more detail in the chapter on social and regional cohesion on page 79.

La Poste's NGO partners have welcomed the digital awareness workshops for young people in difficulty.

La Poste runs workshops for its partners promoting and providing an induction for first-time digital users. Via the Nos quartiers ont du talent non-profit association, a module on digital jobs with an in-depth look at how these jobs are promoted to girls was introduced in 2017. La Poste also gives young people the chance to take part in the Lab Postal event via the E2C second-chance school network. Modules raising awareness about connected devices, security and languages (discovery) were made available to them, as well as techniques for finding jobs using IT systems. Several modules are offered to students at Foyer de Cachan/lycée Robert Keller vocational school, including IT security awareness, data and image protection, promotion of the Digiposte+ solution, access to culture using digital technology, and an introduction to computer programming. With #stopillétrisme, La Poste offers beginners' workshops for desktop tools and on how to use phones, which are delivered by mentors.

### 4.2.3 DIGITAL TECHNOLOGY AS AN OPPORTUNITY FOR CAREER CHANGE

Simplon is a start-up for the social and solidarity-based economy which offers free training courses in coding. In 2015, Le Groupe La Poste partnered with Simplon to train non-IT employees (mail carriers, counter clerks, employees in support services, etc.) in web development and computer coding. The digital transition is therefore an exciting career opportunity for employees with an

aptitude for IT, who can qualify as a designer or developer and join one of La Poste's IT Departments.

The success of this initiative speaks for itself: for the second cohort in 2018, 19 employees were again selected from almost 600 candidates

(1) Credoc, 2018 online survey.

## 4.3 Digitally enabled social inclusion

The new functionalities offered by digital innovation can foster inclusion and better access to banking and other services. For that reason, digital services must be designed to include a guidance process, which often means being physically present. Le Groupe La Poste is working towards this goal to facilitate access to its own services, as well as the connection to public services.

### 4.3.1 LA BANQUE POSTALE'S DIGITAL BANKING INCLUSION PLAN

In France, around 5 million people are struggling financially and/or face digital exclusion<sup>(1)</sup>.

In order to help resolve this issue, La Banque Postale plans to establish a network of digital advisors at a thousand post offices by the end of 2019.

A study conducted by La Banque Postale in February 2017 based on a sample of post offices located in priority action areas for urban policy found that half of its customers struggled to use digital technology. Of these, 26% are highly vulnerable if not excluded from digital technology, while 24% experience a low level of digital exclusion.

La Banque Postale's digital-enabled social inclusion plan de was launched at its first "Assises de la Banque citoyenne" in March 2017. It seeks to empower its customers to access essential online banking services.

The Bank's plan features three flagship actions:

1. offer individuals excluded from digital banking the opportunity to maintain human interaction at the post office, or online if possible;
2. send people with no digital skills on a short training course so that they can learn how to use banking apps;
3. develop digital services that are simple to use for people who already have some digital skills.

To implement these proposals, La Banque Postale is supported by La Poste Network's teams and a network of volunteer organisations: WeTechCare, the *Fondation Agir Contre l'Exclusion* (FACE) and the *Union Nationale des PIMMS (Points Information Médiation Multiservices)*. The pilot schemes conducted at two post offices in 2017-2018 enabled the model to be tested prior to its launch.

### 4.3.2 DIGITAL ID SERVICE

It is becoming harder to memorise numerous logins and passwords. Launched in 2015, La Poste's digital identity service provides a secure means of online authentication. By the end of 2018, 210,000 users had already created their digital ID.

Anyone with a La Poste account can apply for a unique ID. The digital identity is created online and verified at home by the mail carrier. It is recognised by FranceConnect (the gateway to public services online) and by affiliated merchant sites. The account also enables customers to receive registered mail online.

(1) Source: WeTechCare and Emmaüs Connect

## 4.4 Relevant and democratic digital technology

### 4.4.1 CHILDREN'S ACTIVITY BOOK ON DIGITAL SAFETY

Teaching children about the dangers of the Internet is essential to instil awareness of online safety from an early age.

To help educate the children of its French employees and their families, La Poste supports the "Children's activity book on digital

safety", sponsored by the French branch of the Information Systems Security Association (ISSA). The 20-page booklet is aimed at children aged 7 to 11 and their parents. The organisation plans to distribute a million hard copies of the guide in 2019.

4

### 4.4.2 "MY DIGITAL DATA" WEBSITE

2017 wording: Data collection and use is more acceptable to users when they are given control over their data and when the services received are proportionate to the data shared in exchange. VRM differs in this respect from CRM, where the Company controls its relationship with customers. A portal enabling users to access their personal data was rolled out during 2018 after a period of internal testing. This marks a first step by La Poste towards meeting the second commitment in its Data Charter of giving people control over their personal data. Preparatory work on data purchases and sales is now underway, and the goal is to line up the tools and processes that will enable the Group to carry out transactions while complying with regulations and the Data Charter and being fully transparent with respect to suppliers

and customers. This scoping exercise identified the need for the following sub-projects:

- establish a joint purchasing/business unit pairing to select data/suppliers;
- set up a listing system and a supply chain process;
- introduce a rating system for data suppliers;
- introduce secure data processing tools and an accreditation system for them;
- introduce a rating system for data users, backed up by pre- and post-audits.

### 4.4.3 DIGITAL VAULT FOR EASY, SECURE DATA TRANSFER

The lack of personal data protection is the main barrier to Internet use for 43% of Internet users<sup>(1)</sup>

In 2010, the digital trust division of Le Groupe La Poste developed a digital vault known as Digiposte+. This service allows individuals to streamline administrative processes and enables businesses to interact with consumers.

In addition to the digital vault, Digiposte+, launched in 2016, is a mobile app which allows users to delegate their admin. The app guides users through various processes (renewing identity documents, registering on the electoral roll, etc.) by providing them with a list of the documents required. It lets users manage files and store the latest versions of their documents.

#### DIGIPOSTE IN FIGURES

A TEAM OF

**50** people

**3 M**

ACCOUNTS INCLUDING  
1.3 MILLION EMPLOYEES

**2,500**  
USER COMPANIES, SMES  
AND LARGE ACCOUNTS

REVENUE DOUBLED

**2** in 1 year

**450,000**  
ACTIVE DOWNLOADED  
APPLICATIONS

**91%**

OF SATISFIED USERS

(1) Credoc - 2018 online survey.

#### **Digiposte+ is a secure way of storing and sharing documents**

Personal data protection and accessibility are guaranteed, since the data are stored in the digital vault. It is stored for an unlimited period and hosted on servers located in France. Digiposte+ users control and manage their own personal data and permissions for sharing.

#### **This is invaluable both for individuals and companies**

The Digiposte+ platform can also simplify transactions between businesses and consumers and make them more secure. For

businesses, it can provide direct and secure access to consumers, streamlining interactions (migration from paper to electronic processes, marketing, communication, etc.). For consumers, it is an easy way of managing communications with the whole ecosystem of suppliers and service providers.

The service is particularly useful for anyone in precarious circumstances. For people who are homeless, for example, their identity documents, account statements and other essential paperwork – which they do not always have on them and which risk being stolen – can be easily accessed online with the help of a social worker, who provides them with a means of retrieval.

### 4.4.4 DIGITAL TRAINING FOR LA POSTE EMPLOYEES

To support the digital transformation of La Poste's business lines, the Group has set up a training programme aimed at endowing employees with new skills and expertise. Customer satisfaction is central to both digital and physical interaction.

The "Tous numériques!" scheme has already been completed by around 100,000 employees. It means that everyone can receive the proper digital training.

## 4.5 Appendice

### DIGITAL SERVICES

GRI	Indicateur	Périmètre	Unité	2016	2017	2018
203-2	Revenue	Digital Services	Millions of euros	609	672	<b>716</b>
203-2	Electronic vaults	Digital Services	Number in millions	1.6	2.2	<b>3.0</b>
203-2	Number of digital IDs	Digital Services	Number			<b>210,000</b>
203-2	Number of La Poste online unique visitors	Digital Services	Number in millions			<b>14</b>
203-2	Number of «My account» customers	Digital Services	Number in millions			<b>13</b>
203-2	Digital Smarteo tablets installed at post offices	Digital Services	Number		5,300	<b>7,800</b>
203-2	Number of mail carriers in Factéo		Number			<b>90,000</b>
203-2	Qualification-earning course for employees (coding, and Web and mobile development)	La Poste	Number		19	<b>18</b>
203-2	IT equipment base: servers	Le Groupe La Poste	Number	17,000	17,000	<b>11,000</b>
203-2	IT equipment base: workstations	Le Groupe La Poste	Number	157,000	157,000	<b>162,000</b>
203-2	IT equipment base: printers <sup>(1)</sup>	Le Groupe La Poste	Number	76,000	76,000	<b>115,000</b>
203-2	IT equipment base: (business) mobile phone lines	Le Groupe La Poste	Number	140,000	140,000	<b>191,000</b>
203-2	Energy consumption of IT equipment base	Le Groupe La Poste	GWh	166	166	<b>192</b>

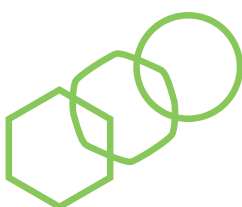
(1) The inventory completed in 2018 extended the scope of the physical asset count.



**ETHICAL AND RESPONSIBLE DIGITAL SERVICES**  
APPENDICE

# ENVIRONMENTAL TRANSITIONS

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LE GROUPE LA POSTE **ACTS**



## FOR ENVIRONMENTAL

Faced with the challenge of global warming, there are solutions to make buildings more energy-efficient, to reduce the carbon footprint of transport and to change how we consume to save natural resources. La Poste is active in all these areas and provides solutions for our customers.

### TO REDUCE ENERGY CONSUMPTION IN OUR BUILDINGS

Global energy consumption has doubled in 40 years.

In France, buildings account for roughly 17% of greenhouse gas emissions. Our portfolio of over 12,000 sites and buildings makes us a leading player in real estate, a sector that has a considerable impact on climate change. Alive to the high stakes, we have a large-scale programme for measuring, reducing and offsetting energy consumption and greenhouse gas (GHG) emissions. The know-how developed in-house is also available to companies and local authorities to help them to manage their climate impact: our SOBRE system facilitates responsible building use, while Action Habitat helps local authorities to identify the most energy-intensive housing.

### GOING FURTHER WITH NEW FORMS OF MOBILITY

The transport sector alone accounts for 29% of greenhouse gas emissions.

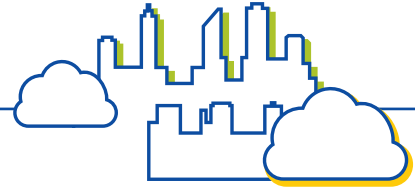
As consumption patterns shift and e-commerce grows, La Poste is constantly innovating to reinvent urban logistics. Committed to clean deliveries, especially in city-centres, the Group has one of the first electric vehicle fleets in the world. Our deliveries use low-emission vehicles through shared urban platforms (logistics hotels) and micro-depots.

### NATURAL PARTNER OF THE CIRCULAR ECONOMY

300 million tonnes of waste are generated every year in France.

We have to produce and consume differently if we want to move away from a linear economy and embrace the circular model. The circular economy develops products and services in a closed-loop system where the supply, re-use, repair and recycling of waste are seen as sources of opportunity. La Poste draws on its industrial heft to capture diffuse resources and recycle them with companies and the circular economy. Reverse logistics solutions, like Recygo for office waste, were scaled up in 2018. Across all areas, the Group is committed to increasing the percentage of recycled materials used, extending the service life of equipment and recycling or recovering end-of-life equipment. This expertise is applied with a range of partners to foster the emergence of a vibrant circular economy in France.

# TRANSITIONS



## -20% cut in total GHG emissions since 2013

We are defining a new path to 2025 to reduce our emissions in line with the targets set in the Paris Agreement (COP 21).

## €500 million + €750 million

La Poste Green Bond issue to finance investments in our energy transition, and a La Banque Postale Green Bond issue to finance customer investments.

5

**100% renewable energy** to supply electricity for buildings managed by Poste Immo, the Group's real-estate subsidiary.

**46 photovoltaic (PV) power plants** installed by the Group generate enough electricity to supply a town of 10,000 inhabitants.

**A comprehensive range of loans** offered by La Banque Postale for energy upgrades to homes.

**100,000 households** aware of the Action Habitat housing renovation strategy.

**SOBRE installed at 325 sites** to track energy performance as part of our energy management system. SOBRE is also offered to our real-estate management customers.

**10 renewable** energy self-sufficiency projects.

**16,260 electric vehicles** in circulation, which amounts to 24% of the fleet managed in-house, excluding bikes and trolleys.

### Our mail, express, parcel and digital services are 100% carbon-neutral

since 2012. La Banque Postale extended the model to all operating activities in 2018.

**10,000 electric bikes** in a bike-sharing scheme in the Paris region using a solution developed by Bemobi, in partnership with Ile de France Mobilité.

### Committed to clean deliveries in 15 large cities

#### Urby

Urby brand launched to offer integrated urban logistics in large metropolitan areas.

**275,000** users of Recygo in the first year of launch.

**85,000 tonnes of materials** sent to recycling or reuse streams (office waste, unused printed forms/leaflets, books, etc.).

**94%** of WEEE (waste electric and electronic equipment) recovered in 2018.

**75%** of inert site waste recovered at pilot sites in 2018. Target met by Poste Immo, which is currently working on re-using construction materials in a sustainable process delivering higher social and environmental benefits than simple recovery.

**20% recycled materials** in Colissimo's ready-to-mail packaging, without compromising on durability.

**260,000 tablets and smartphones** managed since 2014 with a focus on reuse, a longer service life and recycling (230 t. CO<sub>2</sub>-eq prevented).

**7,000 mobile phones** collected for recycling from individuals in the Auvergne-Rhône-Alpes region in France. We made it easy with a return envelope and collection by the postman. New application of reverse logistics expertise at La Poste.

## Goals

Global warming, pollution and overconsumption of resources pose major challenges for environmental transition.

The risks are numerous and require that action be taken to adapt the operational models. However, environmental challenges also offer opportunities and can foster the emergence of new, more virtuous models, such as the circular economy.

With its logistics network and expertise in local services, the Group aims to modify its tools, processes and mindset in order to reduce its environmental impact. It can also provide its customers new services as well as dedicated funding to facilitate their own environmental transition.

As part of this process, it has set the following objectives for 2020:



## KEY OBJECTIVES AND RESULTS TO DATE

2020 Objectives	Progress at 31 December 2017
Reduce La Poste's greenhouse gas (GHG) emissions from its operations by 20% compared to 2013 <sup>(1)</sup>	20% less since 2013
Own one of the very first global fleets of electric vehicles, including 10,000 electric light utility vehicles	7,387 electric light commercial vehicles owned, i.e. 14.8% of its light vehicle fleet
Serve France's 15 major cities using systems with very low levels of GHG emissions	15 large cities are mostly served by low emissions systems
100% SRI banking by 2020	Outstandings under ESG integration: 50% of total outstandings managed by LBPAM
Supply 100% renewable electricity by 2020 to the buildings managed by Poste Immo	All electrical use is covered as of 1 May 2016
New services for a low-carbon economy	€46 million
30% reduction in nitrogen oxide (NOx) emissions and 50% reduction in particulate matter (PM) emissions between 2015 and 2020 for light vehicles managed by Véhiposte	34% reduction in nitrogen oxide (NOx) emissions 45% reduction in particulate emissions (PM)
Developing an offer which encourages recycling and reuse in France	Revenue from recycling and reuse activities: €19 M and 85,000 tonnes of materials

(1) The calculation scope was extended to financial centres in 2015.

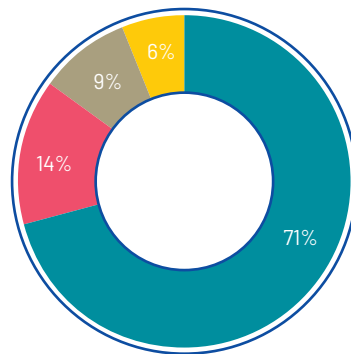
## 5.1 Le Groupe La Poste, accelerating the energy transition

Le Groupe La Poste's energy transition process is an inherent part of the development strategy "La Poste 2020: Conquering the future". The Group is a key link in the supply chain and in financing the economy. As such, it takes responsibility for managing its energy consumption and for measuring, reducing and offsetting its climate impact. It also shares its expertise with its customers to support them in their own transition.

### 5.1.1 LE GROUPE LA POSTE'S ENERGY AND CLIMATE FOOTPRINT

5

LE GROUPE LA POSTE'S EMISSIONS WERE MEASURED AT 1.733 MILLION TONNES CO<sub>2</sub> EQ. IN 2018.

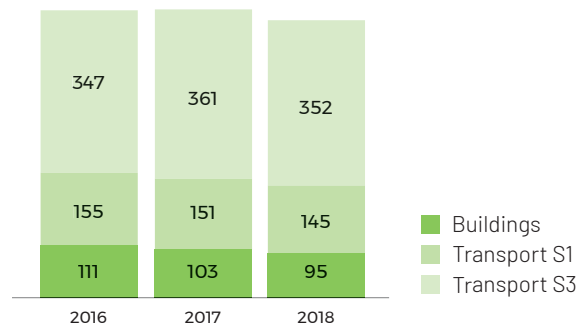


- Road transport
- Air
- Buildings
- Extrapolated emissions

In 2018, La Poste SA cut its emissions by 4% compared with 2017 (see appendix to Chapter 7). 100% renewable electricity is a major factor in the reduction in emissions from buildings. Transport-generated emissions were also down in 2018 - by 3%.

#### TOTAL GROUP GHG EMISSIONS

	2016	2017	2018	2017-2018 change
Total Le Groupe La Poste GHG emissions	1,729,769	1,850,611	<b>1,733,333</b>	-6%
Share of La Poste SA's emissions relative to total Group emissions	35%	33%	34%	

LA POSTE GHG EMISSIONS: 592 KTEQ CO<sub>2</sub> IN 2018

## 5.1.2 MANAGING AND REDUCING THE GROUP'S ENERGY CONSUMPTION AND EMISSIONS

### Analysis of the Group's climate-related risks and opportunities, in the light of the TCFD's recommendations

In the wake of the Paris Agreement, the G20 Financial Stability Board put together a Task Force for Climate Disclosure (TCFD) composed of 32 climate and finance experts. Its aim is to promote transparency on climate issues.

The TCFD recommends considering climate-related risks and opportunities under two scenarios:

- first, a transition to a low-carbon economy. In this case, the aim is to examine the impact of increased regulation and technological developments on the business model;
- second, an increase in temperatures above 2°C, assuming that efforts to reduce emissions

prove insufficient. In this case, the business model would be primarily impacted by extreme weather and physical events.

This analysis is not a prediction, but a way to envision a resilience strategy. It is a prism through which the Group's risks and opportunities can be examined.

### La Banque Postale assesses its climate risks

In 2018, the Group Risk Management Department, jointly with the Bank's CSR division, continued its work on identifying and analysing its exposure to climate risk, in accordance with the recommendations of Article 173 of the French law on the energy transition for green growth.

- La Banque Postale has updated the 2016 map of its exposure to physical risk and transition risk in the light of periodic market discussions instigated by the French Prudential Supervision and Resolution Authority (ACPR) and the French Treasury.
- La Banque Postale has also been involved in several working groups set up to gauge the climate risk exposure of the financial markets.

Lastly, La Banque Postale has applied a methodology to its corporate and investment banking portfolios to measure their carbon intensity. This method, developed by LBPAM for the corporate bond segment, tests the level of exposure to investments in companies with

the highest GHG emissions. The carbon intensity of "corporate issuers" was 43 tCO<sub>2</sub>/€m of revenue (compared to 95 tCO<sub>2</sub>/€m of revenue at the end of 2017). This exercise also enables the more "carbon intensive" investments to be identified and any potential disinvestment to be considered.

### Stronger energy governance

In 2018, La Poste strengthened its governance by creating the Strategic Energy Committee under the dual Chairmanship of two members of the Executive Committee. It is coordinated by the Group's general secretariat and the Head of the Services-Mail-Parcels business unit, sponsor of the Joint Priority Programme for the Energy Transition (PPC Energy Transition). Twice a year, the cross-functional committee meets to coordinate the Group's actions for the energy transition. In 2018, it approved the roll-out of an energy management system and the launch of 10 pilot schemes on self-consumption of renewable energy.

### 5.1.2.1 Carbon reduction targets in line with the Paris Agreement

La Poste SA has embarked upon a path of reducing its emissions by 20% by 2020 and its progress is in line with this target (-20% in 2018 compared to 2013).

In line with this commitment, Le Groupe La Poste, through La Poste SA, GeoPost and La Banque Postale, has decided to set targets for reducing carbon emissions by 2025. In 2017, these three entities signed a letter of commitment to the SBTi (Science-Based Targets initiative) outlining their formal trajectory for validation under the Paris Agreement. Signed in December 2015, the Paris Agreement commits the international community to combating climate change, with the aim of keeping the global average temperature rise below 2°C by 2100.

GeoPost submitted its business and technology scenarios and specific actions to the Science-Based Targets initiative in 2018. La Poste SA and La Banque Postale will follow suit in 2019.

This next commitment is being formalised with a view to defining a longer-term trajectory (2025-2030), given the efforts needed from the logistics, delivery and banking sectors.

### 5.1.2.2 Introduction of an energy management system (EMS)

The Group's regulatory environment, stakeholder requirements and energy bill (€167.3 million including VAT) demand increasing management and control of its energy consumption.

As such, and following the feasibility analysis conducted in 2017, in 2018 the Group introduced an energy management system (EMS) for its 9,901 buildings and 87,816 vehicles. As part of the Group's energy policy, the aim is to control and reduce energy consumption by focusing on energy-intensive processes, implementing a suitable action plan and measuring key performance indicators for energy.

For buildings in particular, the EMS is supported by two internal systems for recording consumption, identifying usage and managing improvements at the site level:

- first, the Indexia system, introduced in 2015 by the Technical Department of the Services-Mail-Parcels business unit at 72 industrial sites, representing total consumption of 188 GWh (i.e. 33% of the building energy consumption for this business unit);
- second, the SOBRE system, installed at tertiary, retail (post office) and logistics sites, targeting buildings prioritised by the EMS. The roll-out began at the end of 2018 and initially covered 325 sites (Services-Mail-Parcels, Network, La Banque Postale and Corporate), accounting for 10% of the energy consumption of buildings covered by the EMS.

#### ISO 50001 certification

In November 2018, the Group's Strategic Energy Committee announced that ISO 50001 certification would commence in 2019 for the 325 SOBRE sites covered by the EMS.

### 5.1.2.3 Managing and reducing the energy footprint and emissions from vehicles

In 2018, 85% of Le Groupe La Poste's GHG emissions were related to transport, and are primarily generated by subcontracted parcel and express delivery. Reducing transport-related emissions is therefore a key objective for the Group, involving its entire value chain. It requires complex action plans, involving both technological decisions and behavioural change.

### Technological levers to reduce the carbon footprint from transport

In 2018, several cities announced plans for or introduced low-emission zones. Some have gone even further, restricting access to the city centre for all motorised transport, including electric vehicles.

La Poste's vehicle policy takes account of these increasing restrictions to ensure the sustainability and growth of its business. Electric vehicles are increasingly taking the place of internal combustion engine vehicles. At the same time, the format of delivery and collection vehicles must keep pace with the decline in mail volumes and the growth in parcel volumes. This trend translates into increased transport capacity.

### Steadily improving the environmental performance of vehicles

#### Electric vehicles

Le Groupe La Poste's fleet of electric vehicles (EVs) is one of the largest corporate fleets in the world with nearly 39,700 vehicles, accounting for 40% of the fleet managed by its subsidiary Véhiposte.

The replacement of internal combustion vehicles with electric vehicles makes a substantial contribution towards reducing GHG, air pollutants (especially particulates and NOx) and noise pollution. Charging electric vehicles from a guaranteed renewable energy source further increases their environmental benefits.

Owing to the size of its fleet, La Poste was involved in the roll-out of a French EV ecosystem and remains one of the driving forces behind its development. The range of vehicles reflects the wide variety of employee requirements.

In addition to a fleet of nearly 7,400 3 and 4 m<sup>3</sup> Kangoo KZEs, La Poste also manages a fleet of more than 1,300 Quadéo electric quads, and over 6,300 Staby three-wheeled vehicles. At the same time, the number of electric bikes is declining, although over 22,500 are still in use, compared with fewer than 1,000 traditional bikes. The fleet of two-wheeled vehicles with an internal combustion engine continues to fall due to noise pollution, GHG emissions and accident rate.

#### Natural gas vehicles

Natural gas vehicles (NGVs) reduce GHG emissions by 15%, NOx by 50% and particulate emissions by up to 95% compared with a standard diesel engine. NGVs also make less noise than diesel engine vehicles.

In 2017, La Poste introduced NGVs for vans in the 10 and 11 m<sup>3</sup> categories. It is continuing their roll-out. At the end of 2018, 300 vans were electric-powered.

### GEOPOST STEPS UP INITIATIVES TO REDUCE ITS CLIMATE IMPACT

# 51%

THE PERCENTAGE OF THE GROUP'S TRANSPORT EMISSIONS RELATED TO GEOPOST VEHICLES

The environmental performance of the vehicle fleet is an ongoing challenge for GeoPost. More than 440 alternative fuel vehicles are currently in use (liquefied natural gas, bio-NGV, electric or electrically assisted). The internal carbon fund (see page 117) is primarily involved in financing this type of vehicle, i.e. 60 additional vehicles in 2018. This initiative, together with training sessions on eco-driving, contributed to avoided emissions of more than 650 tonnes of CO<sub>2</sub> in 2018.

### Environmental criteria included in the choice of transport providers

#### La Poste SA's transport providers

For several years now, purchasing specifications for transport services have included various environmental criteria. These criteria make up more than 10% of the overall score.

The environmental criteria cover:

- the traceability system for fuel consumption;
- the minimum requirement for the Euro 4 standard;
- the adoption of the ADEME Charter "Target CO<sub>2</sub>: Carriers undertake";
- the alternative fuels proposal [NGV];
- etc.

Other criteria, such as vehicle age and driver training on eco-driving techniques, are also analysed.

Since 2015, the Services-Mail-Parcels business unit has been asking its transport providers to report the fuel consumption of each of their vehicles. This enables more precise management of contracted transport-related GHG emissions.

Supporting service providers remains an important aspect of the purchasing policy: panel discussions are organised and buyers receive guidance on changing delivery firms.

Furthermore, Viapost now checks that all its contractors are complying with the Euro standards that are specified during the tender process. Any non-compliance is systematically reported and dealt with by the contractor. Viapost also asks its contractors to propose alternative solutions, such as road links that use trucks that run on liquid natural gas (LNG).

#### GeoPost's transport providers

In 2018, GeoPost introduced a Responsible Purchasing Charter for all its subsidiaries. The Charter, drafted in 2017, takes its inspiration from the ILO<sup>(1)</sup> and the United Nations Global Compact.

GeoPost's Responsible Purchasing Charter reflects the concerns and responsibilities of an express delivery group. It addresses issues relating to employment and environmental practices, ethics and anti-corruption.

With regard to environmental issues, subcontractors and their supply chains are asked to:

- ensure that environmental risks are identified, assessed and monitored;
- take action to promote greater environmental responsibility;
- do their utmost to follow industry best practice. The aim is to take appropriate measures to reduce emissions of greenhouse gases and pollutants.

Indeed, with regards to this last point, GeoPost's pledge to contribute to the 2°C target entails a commitment from the entire value chain. In 2018, more than 62 million kWh were supplied under renewable energy contracts. This has avoided the emission of 17 800 tonnes of CO<sub>2</sub>.

GeoPost endeavours to disseminate best practice among its subsidiaries. To that end, guidelines are established and training materials are distributed to raise employee awareness of the importance of sustainable purchasing.

### Behavioural levers for reducing the carbon footprint of transport

The eco-driving training given to all drivers and mail carriers has yielded tangible results owing to the scale of its deployment. It has enabled fuel consumption, vehicle maintenance and accident risk to be reduced.

As a follow-up to the training on energy-efficient driving techniques, the Bemobi business unit has devised a new solution, Mobiperf, to enable sites to monitor driving behaviour. The idea is to customise action plans and achieve sustainable results in terms of eco-driving and accident prevention. The system is based on:

- vehicle telematics;
- a special algorithm for real-time analysis of driving behaviour (percentage of heavy braking, stops with the engine left idling, sharp acceleration, etc.) and average fuel consumption.

By the end of 2018, the solution had been rolled out to 120 sites in two pilot regions, with 1,700 boxes installed.

(1) International Labour Organization.

### 5.1.2.4 Managing and reducing the energy footprint and emissions from the Group's real estate portfolio

Le Groupe La Poste's real estate portfolio is one of the largest in France. It comprises 11,983 buildings covering nearly 10 million square metres, and accounts for 9% of the Group's GHG emissions. Forming a dense and extensive network, they reflect La Poste's public service mission of regional planning and development.

The Group's diverse real estate portfolio covers a wide variety of properties that differ in size, type and usage, from post offices to business parks and vast industrial and logistics facilities.

The real estate portfolio also includes heritage buildings, a legacy of more than five centuries of postal history. Some of the buildings are extremely old. The real estate portfolio has undergone profound restructuring (asset disposals, major renovations, etc.) to make it fit for purpose in the 21<sup>st</sup> century.

#### Environmental management policy for real estate assets

This is why Poste Immo, the Group's property development and services subsidiary, is actively involved in all aspects of energy efficiency. The challenge is both financial and environmental: its annual energy bill stands at €100 million.

The two main objectives of Poste Immo's property management policy are to:

- help Le Groupe La Poste and its business units develop their activities by optimising their property costs;
- preserve the value of property assets while preparing for future opportunities.

The environmental management policy seeks to ensure that the real estate portfolio is both the right size and adequate for the Group's existing and future requirements. The policy addresses the carbon performance of buildings and current and future regulatory requirements. This involves optimising operating costs or retrofitting to market standards.

The overall carbon efficiency of buildings is taken into account, rather than energy performance alone. It encompasses the choice of materials, biodiversity conservation and building-related transport.

Buying and selling buildings also improves overall performance.

In 2018, staff responsible for the day-to-day management of premises (cleaning, security, maintenance, etc.) were incorporated within a new division of Poste Immo, Real Estate Solutions. This merger consolidates building management and facilitates its overall coordination, in parallel with the roll-out of the energy management system.

### Action plans for real estate assets

#### 100% renewable electricity

Since June 2016, 100% of the electricity purchased on behalf of Poste Immo and the business units occupying premises has been guaranteed to be from a renewable energy source. The current supply contracts renewed in January 2019 for a three-year period stipulate the same conditions.

Electricity from renewable energy sources is mainly used to power the fleet of electric vehicles and to reduce GHG emissions from IT equipment.

#### POSTE IMMO JOINS THE INDUSTRY DEBATE

As an active member of CLEEE (the association of large French industrial consumers of electricity and gas), La Poste can offer insights as a large, multi-site consumer. Relations between renewable energy producers, energy suppliers and consumers are affected by complex regulatory and technical changes. As a result, La Poste is keen to develop the simplest possible business model and to protect the interests of consumers.

#### Enhancing the energy performance of existing buildings

##### Major repairs and maintenance

In order to achieve a "2050 compatible" level of energy efficiency, since 2015 major repairs and maintenance (MRM) work are subject to specific procedural and technical requirements. These requirements are set out in MRM Energy Efficiency Specifications, which are required for all the Poste Immo's MRM operations.

Since 2017, half of the works budget for repairs has been spent on external and roof insulation, the replacement of oil-fired boilers, etc. The "avoided" consumption is measured in the form of energy saving certificates.

##### Major renovations

Regarding general renovation work, Poste Immo's minimum objective is to achieve compliance with Effinergie BBC Renovation requirements and to observe the recommendations of the major environmental quality labels and certificates. In September 2018, 100% of renovations attained the targeted certification levels. Poste Immo is continuing an active environmental certification policy for these projects aiming at levels of excellence in relation to current certification standards. These renovations are protecting the value of the real estate portfolio.

## Incorporating environmental performance criteria into construction

In 2018, 100% of construction work in progress was aimed at achieving, or even exceeding, the certification level HQE™ “Excellent”.

The systematic search for building certification enhances the heritage value of buildings. Industry standards are moving towards increased environmental and energy performance for buildings.

In particular, Poste Immo is assisting the Services-Mail-Parcels business unit with its programme to build “PFC” parcel distribution hubs. The PFCs in which Poste Immo invests routinely seek to obtain a minimum environmental certification of NF HQE™ “Good”. For leased platforms, the choice of certification remains at the discretion of third-party owners. Several leased platforms already have HQE certification or similar accreditation (BREAM, Effinergie, BEPOS, BEPOS Ready).

In 2018, CSR teams worked with teams from the parcel distribution project in charge of the buildings programme. They strengthened the CSR criteria for the business unit’s new building developments, particularly with regard to energy efficiency and renewable energy generation. For example, two PFCs under construction have installed solar generation systems on the roof or on parking shades.

### **ENERGY PERFORMANCE IS FACTORED INTO PURCHASES**

From 2019, Poste Immo will apply an energy performance criterion to any new property it owns or leases:

- a construction or renovation label or certification for buildings of more than 5,000 square metres;
- an energy rating of D and a climate rating of C for buildings of less than 5,000 square metres.

## Accelerating photovoltaic power generation at the Group’s sites

Since 2011, La Poste has been expanding the installation of solar PV panels on the rooftops of its industrial facilities. Since late 2017, construction specifications for distribution hubs have routinely included, for the relevant sites, an option to make sites “PV ready”.

As part of the ongoing partnership with Urbasolar, a new form of PV generation from parking shades will be delivered in early 2019. This will add an installed capacity of 800 kWhc at a site that already has a rooftop PV system: the Languedoc industrial mail hub.

At the end of 2018, Poste Immo Energies Renouvelables managed 46 facilities generating 6.2 GWh per year. All electricity generated is sold to EDF.

At the end of 2018, 10 sites were selected to study individual and collective self-consumption. (See page 122).

## A framework agreement for the supply of materials

Poste Immo is continuing its policy of occasionally including materials selection criteria in project specifications. Choosing materials with low environmental and health impacts requires a broader analysis encompassing the entire life cycle of the materials. The materials selection policy must also be compatible with the future Sustainable Buildings Regulation 2020.

In the meantime, Group-wide framework agreements are being introduced for some equipment. These concern lighting, for example as part of the site renovation and relamping operations carried out with Philips.

## Action plans for building use

### **Certification of buildings in use**

When it comes to certification, Poste Immo not only strives to meet the owner’s performance requirements, but also operational performance requirements. Operational certification means that all of its technical management providers must apply the principles of sustainable development. The introduction of the energy management system will allow the occupants to take day-to-day steps to optimise the building’s energy performance.

In June 2012, Poste Immo had the Rennes Colombier building certified pursuant to HQE™ Operation guidelines. This building, which is typical of those that Poste Immo manages, was the first legacy building to obtain this certification without having undergone a major renovation. To this day, Certivéa still cites this building as a benchmark. Its certification was renewed in 2018, achieving a rating of Good on the “Sustainable Building” axis, and Very Good on the “Sustainable Management” axis.

Two other buildings (Montpellier Rondelet and Bordeaux Hôtel des postes) have since obtained HQE™ Operation certification. The certificates of all three buildings were renewed in 2018 and substantial improvements were observed.

### **Environmental lease riders and the green lease initiative**

With its **green lease** initiative promoting sustainable property management. The programme seeks to improve the environmental quality of buildings through their sustainable use. The occupants are reminded of the importance of their role when it comes to energy savings, water and waste management. This involves a series of simple, everyday actions.

The programme therefore entails closer proximity between the lessor (Poste Immo) and the occupant (the Group’s business units). This includes training staff to:

- use the SOBRE system, if this is installed as part of the EMS;
- interpret its results;
- adapt their behaviour to improve the building’s performance.

68% of Green Lease Committee meetings (an annual forum for discussion and dialogue) took place at the end of September 2018.

Poste Immo was one of the first operators to introduce environmental lease riders – which are a regulatory requirement – for its operations. The process was certified to identify sites and make building occupants aware of the importance of their day-to-day energy-saving actions.

### ENVIRONMENTAL LEASE RIDERS AND THE CHARTER FOR THE SERVICE SECTOR

Since 2013, Poste Immo has been involved in a large-scale campaign to get lease-holders to sign an “environmental rider” to their lease. This initiative is in compliance with the regulatory requirement of 4 July 2013 which makes such riders mandatory for leased office or commercial properties that exceed 2,000 square metres. When it signed the Charter for service-sector buildings in 2013, Poste Immo pledged to reduce the energy consumption of 137 buildings by 25% between 2011 and 2020. In 2017, the target was nearly attained with a 26% reduction in energy consumption since 2011, measured in kWhEF/m<sup>2</sup> and adjusted for seasonal variations.

### La Poste, winner of the Cube 2020 competition for the third consecutive year

The Cube 2020 competition is organised by IFPEB, the French Institute for Building Efficiency. Over the course of a year, service-sector building users compete to see who can save the most energy. They must adopt best practice and correctly calibrate the building’s systems and equipment.

Poste Immo won the competition again for the period 2017-2018 thanks to the Laxou Champs-le-Bœuf site, which cut its energy consumption by 39.3%. In all, the participating buildings achieved total energy savings of more than 12% in one year, raising awareness among more than 12,000 employees.

A total of 35 buildings are competing in the 2018-2019 competition. Postal sites with the SOBRE system had achieved excellent results after just three months, with some sites reporting energy savings of more than 7%.

### Contribution of La Poste’s business units and subsidiaries

#### La Poste Network strives to improve the energy efficiency and comfort of post offices

At the end of 2018, the post offices and service-sector buildings of La Poste’s sales network occupied a total surface area of 1,789 million square metres. Improving the energy efficiency of post offices can therefore make a large contribution to reducing the Group’s GHG emissions.

Around 350 post offices are refurbished each year. These refurbishments comply with specifications aimed at improving the energy efficiency and comfort of the buildings.

2018 also saw:

- the roll out of the SOBRE solution with Poste Immo on 54 SME sites. This energy performance system for service-sector buildings captures the site’s energy data and uses artificial intelligence to recommend technical and behavioural action plans to reduce the energy consumption.
- the implementation of seven energy renovation projects funded by the Network’s carbon fund. Measures such as improving insulation, replacing inefficient radiators and automatically switching off air-conditioning systems have seen a rapid return on investment.

#### GeoPost improves the power consumption of sorting centres

A significant proportion of electricity consumption at sites is due to sorting machines and lighting, with most sorting activities taking place at night.

GeoPost improved energy efficiency throughout its network. To do this, it adopted initiatives such as LED lighting and smart grids. Many branches have also signed contracts with renewable energy suppliers. In 2017, for example, DPD France pledged to use 100% renewable energy. This has avoided the emission of 810 tonnes of CO<sub>2</sub>. In 2017, more than 39 million kWh was supplied under renewable energy contracts, versus 16 million kWh in 2016.

Moreover, transit branches are usually large enough to accommodate rooftop solar panels. For example, the Veenendaal branch in the Netherlands powers its heating, ventilation and lighting using solar panels with a capacity of 65,000 kWh.

#### La Banque Postale’s actions

The three main objectives of the La Banque Postale property department’s building energy performance policy are to:

- promote work to improve building energy efficiency;
- improve the day-to-day energy management of its real estate portfolio, by optimising room temperature and lighting, detecting leaks, etc.;
- encourage employees to behave in an environmentally responsible manner.

All of La Banque Postale’s heritage and leased buildings are covered by the EMS, while all financial centres are equipped with the SOBRE system.

Over the past few years, the actions undertaken have enabled La Banque Postale to reduce the GHG emissions of its buildings, despite the increase in its operations. Between 2013 and 2018, La Banque Postale’s building-related emissions have decreased by 48%.

## Protecting and developing biodiversity on the Group's property

Biodiversity protection is a major challenge for organisations. It involves the preservation of greenfield sites, nature conservation in urban areas and endangered species protection. Poste Immo, the Group's property company, routinely examines biodiversity conservation during construction and renovation projects. The subsidiary has mapped all its buildings in areas of special environmental interest and has conducted biodiversity audits on some of them. Environmental audits are carried out for each BREEAM certification procedure.

A leaflet on biodiversity conservation has also been made available to all Group employees and local authorities.

In addition, La Poste promotes urban gardening initiatives run by postal workers, particularly on the rooftops of its sites. Trials are currently being carried out with a view to increasing these initiatives so as to step up the development of urban agriculture.

### Beehives installed at postal facilities

At around 25 postal sites, employee associations are involved in installing and looking after beehives. These are financed by staff subscriptions in exchange for pots of honey. Poste Immo has prepared an installation kit and is supporting the connected beehives scheme, currently being piloted in Rennes.

### 5.1.2.5 Reducing emissions and energy consumption via the industrial and logistics model

The logistics model is the third strand of the policy to reduce energy consumption. It seeks to improve the efficiency of the mileage covered, both for collection and delivery in urban areas and for long-distance transport. Although commuting is not directly linked to the industrial and logistics model, it is a factor in ecomobility and employee awareness.

## Become the leading player in sustainable urban logistics

Le Groupe La Poste has made urban logistics one of its priorities. Working closely with local authorities, it provides concrete solutions tailored to the local context. These involve a large number of stakeholders, from government to retailers and small businesses. Since 2015, the Joint Priority Programme for Urban Logistics (PPC LU) has pooled the know-how of the business units to achieve this goal.

With 10 million collections each day in French towns and cities, freight transport accounts for 20% of vehicles, 30% of GHG emissions and 40% of PM emissions.

Towns and cities are having to cope with increasing levels of congestion and pollution. This makes them less attractive and has implications for the future of local businesses. To address this, a growing number of cities are restricting access to their centres for polluting vehicles. This has a direct impact on the Group's business from the point of view of the collection and delivery of mail and parcels. At the same time, there has been a boom in consumer demand due to the success of e-commerce.

### The Group's actions

Consequently, the Group must support the policy of local and regional authorities while offering optimal delivery solutions. The actions consist of:

- consulting all stakeholders;
- consolidating delivery rounds and spreading them out during the day to ease traffic flow;
- switching to a delivery fleet with low emissions;
- adapting the size of vehicles;
- offering local services that revitalise commerce and social interaction;
- partnering with local businesses to help people back into work.

### Concrete solutions

In this context, the Group has set itself the following goals:

- to continue to roll out its fleet of low-emission vehicles;
- to optimise logistics facilities;
- to establish central logistics sites in urban areas to consolidate deliveries and collections;
- to identify private initiatives and economically viable projects (such as logistics in conjunction with shopping centres, automotive groups, property developers, etc.);
- to open Pickup Stations (375 lockers already in France and 40,000 collection points in Europe);
- to launch Chronopost Food to provide logistics for major wholesale markets in France. This has already been set up at the Toulouse wholesale market, and other projects are under consideration.

### Nationwide coverage of 15 major cities by 2020

Le Groupe La Poste has teamed up with a group of partner shareholders to open seven joint distribution centres in Grenoble, Lyon, Clermont-Ferrand, Saint-Etienne, Montpellier, Toulouse and Bordeaux. The centres are located on the outskirts of urban areas, where they can receive goods deliveries. Deliveries are consolidated and made using low-emission vehicles. The sites also offer innovative services for retailers, such as local storage, express delivery and reverse logistics (packaging, pallets and goods returns).

### QUAI DE BERCY URBAN LOGISTICS HOTEL IN CENTRAL PARIS

Poste Immo, Sogaris and Icade were the winners of the "Inventions la Métropole du Grand Paris" project call at the Quai de Bercy strategic site in April 2017. They will convert a disused railway site into a mixed-use development comprising offices, a sports centre, hotel, shops and a 17,000 sq.m. "urban logistics hotel".

Poste Immo and Le Groupe La Poste are involved in the project as investor and future user of this 17,000 sq.m. multimodal (rail, road and tram) logistics facility, 8,000 sq.m. of which will be managed by Le Groupe La Poste.

### GEOPOST'S URBAN LOGISTICS INITIATIVES

Geopost has set two urban logistics objectives:

- +100% in the volume of parcels delivered to individuals by 2025<sup>(1)</sup>
- 100% low emissions for the Chronopost Paris fleet by the end of 2019.

Throughout Europe, GeoPost is trialling new solutions based on urban logistics projects in France. The aim is to deploy at least one pilot project in each subsidiary in Europe.

Urban logistics solutions offer customers more varied delivery options, while reducing their impact on the environment. GeoPost believes there is no "one size fits all" solution, because each city has its own geography, capacity, strategic objectives and needs. Innovative solutions and regulations must be adapted to each case.

The solutions developed involve more flexible vehicle fleets and site optimisation for the final kilometre. Depending on the situation, micro-branches or an "urban branch" close to the city centre increases the delivery potential and reduces the environmental impact.

Local micro-depots have already opened in Madrid, Barcelona, Nuremberg, Vienna, Warsaw and Berlin. The impact has been significant: in London, a micro-depot reduces annual GHG emissions by 45 tonnes of CO<sub>2</sub>e. In Madrid, six electric bikes replace three to four vans and the micro-depot is open 12 hours a day.

(1) Source: DPDgroup e-shopper 2017 – survey conducted by Kantar TNS (24,871 people interviewed in 21 European countries).

### Logistics adaptation based on the industrial model

The reform of the Group's regional model, which began in 2016, involves the creation of local multi-flow logistics networks that optimise delivery and pick-up routes.

By the end of 2018, bulk loading was used for 78.4% of the Services-Mail-Parcels business unit's national parcel deliveries. Bulk loading optimises the usable volume of trailers and significantly decreases emissions per parcel carried by reducing the number of trailers required. Bulk mode also facilitates the sharing of logistic resources. The objective is to carry a greater number of diverse items per kilometre.

In addition to developing its own fleet of low-emissions and very-low-emissions vehicles, La Poste's mail carriers continue to walk and use bicycles, all of which are now electrically assisted, can carry heavier loads, facilitate mail delivery and provide a solution to the lengthening of delivery rounds observed in some areas, due mostly to urban sprawl.

### Action on business travel

Eco-mobility also concerns staff business travel. In this respect, La Poste has taken a three-pronged approach:

- optimised spending;
- a sustainable approach to business travel by taking its environmental impact into account;
- the social dimension, which gives consideration to the needs of travellers and reduces legal, employer and tax risks.

In practical terms, the travel policy favours rail over air travel and remote meetings in face-to-face mode. It relies in particular on the roll-out of a new collaborative platform (.COM1) from October 2017, used by 200,000 employees at the end of 2018.

### Monitoring company cars and service vehicles

For France, mileage, fuel consumption, GHG emissions and costs are monitored and optimised. Véhiposte has a smartphone app that allows employees to monitor their company car use.

La Poste encourages its employees to use low-emission vehicles for their work-related travel. For example:

- the catalogue of company cars includes hybrid vehicles;
- the Company cars and service vehicles in the catalogue have kept GHG emissions below 120 g CO<sub>2</sub>e per kilometre since 2010.

In 2017, Véhiposte began to streamline its catalogue of company vehicles in France and is diversifying its range of vehicles to include more hybrid and petrol-powered models.

## Action on commuting

### Promote teleworking

An agreement on teleworking has been signed with the trade unions for the period 2018–2022. It relaxes and broadens the possibilities for teleworking in line with the 2013 framework agreement. At the end of 2018, over 2,200 employees were teleworking (up 18% on 2017) on average four days a month and saving an estimated two hours a day for a return journey, with the associated avoided environmental impacts.

### Introduce mobility plans (company travel plans)

A mobility plan, or company travel plan, is an action plan aimed at optimising the daily journeys of employees and encouraging the use of alternatives to individual cars. Since 1 January 2018, any company site covered by an urban travel plan and with more than 100 employees has been required to have a company travel plan. This concerns nearly 300 Le Groupe La Poste sites.

By the end of 2018, 80 sites had a company travel plan covering 35,000 employees. The first plan was launched back in 2004.

The CSR division and the subsidiary Bemobi, an eco-mobility consultancy, have supported all the sites concerned using a “company travel plan kit”, facilitating audits, surveys, consultation and adaptation of solutions.

A survey was conducted in 2018 to learn more about practices, local challenges and action plans selected by the PDFs. They cover:

- travel avoided by teleworking and remote meetings;
- practical solutions are implemented depending on the site’s specific situation and on the basis of user surveys. For example, 11.8% of postal workers are entitled to a commuting allowance that covers 50% of their public transportation or bicycle rental expenses.

### 5.1.2.6 Promoting digital services with a small environmental footprint

Digital technology is having a growing impact on the planet. Yet at the same time, it is an essential tool for the environmental transition. In the light of this, Le Groupe La Poste has adopted a structured approach to reduce the environmental footprint associated with its information and communication systems. A founding member of the Green IT Club, its policy is guided by best practice.

### Change in governance of the Group’s IT systems

As of 1 January 2018, Group employees previously located in different departments were merged within the IT shared services centre (CSM SI). This change in governance allows for more effective pooling of experience and alignment of action plans with the CSR strategy. In 2018, the CSM SI conducted a formal maturity assessment using the Green IT framework. This framework, co-written by members of the Green IT Club, can be used more broadly to optimise organisations and their impacts.

The Green IT Committee, which meets quarterly, is tasked with monitoring responsible digital use. It is open to the Group’s CSR and IT purchasing representatives.

In 2018, the Green IT Committee carried out the following actions:

- measuring the carbon footprint and tracing its development under scope 3;
- monitoring CSR criteria in Group contracts;
- organising training courses and promoting Green IT Certification, the Greenargile application and Responsible Digital Certification;
- raising awareness of best practice and providing support;
- sharing feedback on pilot schemes and documentation;
- joining the *Institut du numérique responsable*.

### The *Institut du numérique responsable*, a collaborative approach to research and analysis

La Poste has been a founding member of the Green IT Club since 2016. In 2019, this body will be renamed the “Institut du Numérique Responsable” (Responsible Digital Institute). Its 16 members are public and private-sector bodies who are all market leaders in responsible digital technology. The aim of the research, analysis and benchmarking carried out is to improve the skills of digital users and share best practice. These cover:

- the environmental impact of digital technology and its applications;
- IT for Green, or how to make digital technology work for the environment;
- the responsible design of digital products and services.

In 2018, the Club, supported by the WWF, analysed the maturity of the 24 members of Green IT. Le Groupe La Poste was awarded a maturity rating of 65%<sup>(1)</sup>. The study yielded a host of insights into how to continue optimising the Group’s IT organisation and reduce its impacts.

(1) The average score of the 24 participants was 59%.

### Assessing the GHG emissions of IT equipment

A major IT equipment survey was carried out in 2015 and updated in 2018. It serves as the basis for calculating the carbon footprint of IT equipment for La Poste SA and La Banque Postale.

The Greenargile solution, developed with the Company Systancia, assesses the GHG emissions of the Group's IT equipment during the three stages of the life cycle: production, use and end-of-life.

In the spring of 2019, the data will be updated to show the savings achieved as a result of the actions taken for scope 2 (consumption and emissions).

Scope 3 mainly concerns emissions from the production, use and destruction of equipment owned by the Group's subcontractors (SAAS, cloud, etc.). Given the growing tendency to outsource infrastructure and applications, it will account for an increasingly significant proportion of the Group's footprint. Initial estimates indicate relatively little outsourcing of applications in the cloud. However, work is being undertaken in 2019 in anticipation of future challenges.

### Reducing the carbon footprint of IT equipment from purchase

La Poste's specifications include certification requirements which score suppliers on their energy performance. All post office workstations purchased since 2012 are EPEAT-certified. All printers, photocopiers and TV screens purchased since 2014 have the Energy Star label. Environmental criteria make up 15% to 25% of a service provider's rating.

In 2016, a purchasing guide was distributed throughout the Group. The guide lays down the minimum criteria that buyers must specify for equipment. It also helps them assess supplier declarations, mainly based on social criteria. In 2017, the guide was updated to include hosting and outsourcing services. It recommends the ASHRAE label for datacenters, and draws attention to the levels of delegation for facilities management.

Lastly, using the data provided by the Greenargile solution, IT Department managers, buyers and support technicians can compare the sustainability attributes of equipment before purchasing.

### Software eco-design

In early 2016, the information systems and CSR Departments of the Services-Mail-Parcels and Digital Services business units cowrote a software eco-design guide for developers of the Group's in-house applications and websites. This approach has allowed software development processes to be improved. For example, manual tasks such as checking code or launching an application can be automated. This results in productivity gains and reduces energy consumption.

In 2018, the Services-Mail-Parcels business unit, the Digital Services business unit and the Group's Green IT teams began work on supporting project managers in software design. The first step towards leaner applications is the intelligent selection of features, content and graphics. This reduces server usage and implementation costs.

## 5.1.3 PRODUCTS AND SERVICES HAVE BEEN CARBON-NEUTRAL SINCE 2012

To contribute to the environmental transition, the Group is focusing on reducing the carbon footprint of its businesses. The business units offset their GHG emissions through internal carbon funds, which are used to finance internal projects and the Climate + Regions programme. Externally, they finance forest carbon sinks through the Climate + Regions programme. Lastly, GHG emissions that cannot be avoided are offset by purchasing emissions credits on the voluntary market.

For example, at the Services-Mail-Parcels business unit, the winning projects have an average ROI of two years. They save 1,500 tonnes of CO<sub>2</sub> and more than €1 million over their lifetime, at an overall cost of €360,000.

### 5.1.3.1 Internal carbon funds to finance internal projects

The Services-Mail-Parcels business unit, La Banque Postale, GeoPost and the Network allocate budgets to employee projects aimed at reducing the environmental footprint of their entity. This monetisation of the carbon footprint uses concrete actions to foster a culture of employee engagement.

The Selection Committees of each business unit or subsidiary choose the winning projects from hundreds of entries, according to their financial and environmental return on investment. Projects range from conservation grazing to bike shelters, the purchase of NGVs and the replacement of lighting with LED bulbs.

### 5.1.3.2 Internal carbon funds to finance the "Climate + Regions" programme

Since 2015, La Poste and La Banque Postale have partnered French regions in the carbon offset scheme by supporting the timber and agricultural sectors via the Climate + Regions programme. La Poste's support for these projects in France has made a huge contribution to the emergence of a national standard for voluntary carbon offsetting: the low-carbon certification. This certification, which is endorsed by the French Ministry for the Environmental Transition and Social Inclusion, is aimed at meeting the demand for voluntary local offsetting of GHG emissions and is consistent with the government's aim to make France a carbon-neutral country by 2050.

The aims of the Climate + Regions programme are threefold:

- to improve local environmental performance;
- to facilitate adaptation to climate change;
- to create local value.

One example is providing guidance on forestry management to landowners in the Massif Central to maximise their environmental and economic benefits. The programme also sponsored an agroforestry project in the Adour-Garonne Basin and helped to replant one of the forests affected by chalarosis in Nord Pas de Calais in France. In 2017, it provided support on environmental practices to 20 dairy farms.

In 2018, the Carbocage programme was aimed at replanting hedges in rural parts of western France. The hedges help to maintain biodiversity and improve water retention and carbon capture.

### 5.1.3.3 Carbon offset projects supported in developing countries

#### LA POSTE ACCOUNTS FOR

9%

OF THE VOLUNTARY  
CARBON CREDIT MARKET

The Services-Mail-Parcels business unit, the Digital Services business unit, and GeoPost purchase on the market carbon credits recognised by the highest standards (Gold Standards, Voluntary Carbon Standards and United Nations Framework Convention on Climate Change). In 2018, these credits offset 1,560,000 t CO<sub>2</sub>e emitted by their scopes 1, 2 and 3 activities (outsourced transport). La Banque Postale joined the programme in 2018.

GHG emissions are offset in two ways:

- firstly in partnership with EcoAct, which uses Group-approved procedures to select projects capable of generating carbon credits in the voluntary carbon market;
- and secondly through a contribution to the Livelihoods climate solidarity fund.

#### The carbon offset projects supported by the Livelihoods fund

La Poste contributes to the Livelihoods investment fund, which was founded by Danone in 2011 and has since gained the support

of several major companies. Livelihoods seeks to offset carbon emissions to serve rural communities in developing countries. The fund supports and organises projects worldwide that are beneficial to disadvantaged populations and the environment, including:

- mangrove restoration projects in Indonesia, India and Senegal;
- forest protection projects via the distribution of fuel-efficient ovens in Burkina Faso and Kenya;
- agroforestry development in Guatemala.

#### Projects supported by the Services-Mail-Parcels and Digital Services business units

The projects supported in partnership with EcoAct are spread over every continent:

- a project to combat deforestation in Kenya: individual water filters are fitted to reduce the amount of wood needed to boil the water. Alternative techniques to slash and burn agriculture have also been introduced;
- the preservation of biodiversity in Peru by sustainable forest management;
- in Cambodia, traditional stoves are being replaced by improved ovens to avoid deforestation;
- in Vietnam animal faeces fermented in biodigesters produce local renewable energy.

#### Projects supported by GeoPost

GeoPost offsets all transport-related emissions, including those from subcontractors.

Since 2017, seven projects have been supported, helping more than 295,000 people in seven countries gain access to clean energy and creating more than 200 jobs. They are also sources of social and economic progress:

- methane capture in Germany and the United Kingdom;
- wind projects in Turkey and India;
- electricity from biomass in the Czech Republic;
- biomass-fired boilers in Brazil;
- the circular economy in Poland.

Since all emissions related to GeoPost's services are offset, its customers can benefit from carbon neutrality at no additional cost.

## 5.1.4 MEASURING AND REDUCING THE IMPACT OF LOCAL AIR POLLUTANTS AND NOISE

Following the “Assises de la mobilité” consultation held by the French government in late 2017, topics for consideration emerged which will lead to a future regulation on the issue. The debate centres on urban logistics, since air pollution has emerged as a major public health issue, particularly in towns and cities.

### 5.1.4.1 Impact on local air pollutants

In recent years, Le Groupe La Poste has broadened its expertise in local air pollution issues. Inspired by the management of GHG emissions, a similar approach for air quality has been implemented for all Group activities:

**Prevention.** To reduce pollutant emissions, Le Groupe La Poste is continuously improving the quality and performance of its vehicle fleet (see page 107). Its vehicle upgrade policy means that it has a relatively young, as well as one of the most environment friendly fleets.

**Measurement.** La Poste began monitoring the emissions of four air pollutants that are regulated under Euro standards in 2015, in association with the Ademe and France Environnement. The vehicles monitored are those managed by its subsidiary Véhiposte (see table in the Appendix).

**Reduction.** Le Groupe La Poste is taking active steps to reduce air pollutants through its vehicle selection policy and urban logistics model (see page 114).

La Poste has ambitious atmospheric pollution targets and is committed to reducing its NOx Emissions by 30% between 2015 and 2020 and its particulate emissions by 50%. It is one of the first companies to have set medium-term targets of this type.

While these reductions are partly due to a fall in the distances travelled, they also stem from several types of actions, including:

- training in eco-driving techniques;
- choosing vehicles that are cleaner and more fuel efficient;
- increasing the number of electric vehicles.

### 5.1.4.2 Impact on noise pollution

According to a survey by IFOP<sup>(2)</sup>, the French polling and market research firm, more than eight out of 10 French people say they are bothered by noise pollution. The threshold above which hearing may be damaged is 90 dB(A), equivalent to the noise made by heavy traffic. People living in large towns and cities are the most exposed to noise pollution.

In urban areas, noise pollution is mainly caused by variations in vehicle speed, engine noise and friction between tyres and the road surface. Vehicle-related noise emitted during deliveries, for example from power tailgates or reversing alarms, represents point noise pollution.

Industrial mail/parcel hubs are located on the outskirts of cities. The truck noise at these hubs has little impact on the sound volume in town centres. Therefore, La Poste’s main noise pollution emissions are located in the final kilometre, during collection and delivery in urban areas.

The main actions taken by La Poste to reduce its noise footprint are:

- rolling out the fleet of EVs and NGVs, which are quieter than internal combustion engine vehicles;
- upgrading to internal combustion engine vehicles compliant with the latest Euro standards;
- active delivery rounds, which do not generate noise pollution (53% of delivery rounds are on foot or by bike);
- development of pick-up solutions;
- a maximum rolling noise limit (class 1 for vehicles with a capacity of 3 to 4 cubic metres) for tyres fitted to Véhiposte vehicles.

Lastly, to reduce noise pollution in city centres, Viapost requires that its subcontractor vehicles in the Paris area be PIEK certified. This certification ensures compliance with a maximum noise limit. It thus meets the expectations of residents with regard to handling and transport operations.

(2) (September 2014) for the French Ministry of the Environment, Sustainable Development and Energy entitled “Les Français et les nuisances sonores” (“The French and noise pollution”).

### Le Groupe La Poste pledges publicly to reduce its noise pollution and noise footprint

La Poste is a member of and has been certified by the Certibruit association. This recognises the efforts of operators of urban logistics systems and delivery companies. Its objectives include reducing the noise of deliveries at night and limiting freight traffic during the day.

La Poste, already a signatory to the Sustainable Urban Logistics Charter unveiled by the City of Paris in 2013, has joined forces with Paris City Hall to improve the sustainability of parcel deliveries, with the aim of non-diesel deliveries by 2020. Chronopost announced that deliveries in Paris would no longer be made using internal combustion engine vehicles from July 2019. Instead they will be replaced by a fleet of EVs and NGVs, as well as electric three-wheeled vehicles and trolleys. Lastly, La Poste is also a member of Avere-France, a national association for the development of electric mobility, which represents the entire electric mobility ecosystem.

## 5.1.5 HAVING AN IMPACT: ACCELERATING THE ENERGY TRANSITION OF OTHER ACTORS

### 5.1.5.1 Financing the energy transition

Since COP21, La Banque Postale has financed the energy transition through:

- a range of consumer loans;
- financing solutions for legal entities (private and public sector);
- socially responsible investment (SRI) solutions for institutional and retail investors;
- crowdfunding solutions with KissKissBankBank;
- a consumer support platform for financing home energy renovations.

#### A green product range for consumers

To support individuals in their commitment to the energy transition, La Banque Postale offers a green product range with discounted rates. This consists of:

- an interest-free loan (Éco PTZ);
- a loan to finance home energy renovations;
- "green" loans to finance the purchase of electric or hybrid vehicles (cars, bicycles, two-wheeled vehicles and electric scooters);
- dedicated insurance.

#### A thematic SRI fund

For its savings and investment customers, La Banque Postale Asset Management offers the environment-themed SRI fund "LBPAM Responsible Actions Environnement". It invests specifically in

European environmental companies that contribute to sustainable development and the energy transition. The fund obtained the French government's Energy and Ecological Transition for the Climate (EET4C) certification in January 2017, followed by the SRI certification backed by the French public authorities in September 2017. Both certifications were renewed for 2018.

#### Financing solutions

La Banque Postale acts as a finance company for various renewable energy project companies (photovoltaics, wind, etc.).

In 2017, the financing and investment division created a team dedicated to renewable energy financing, which has helped to reinforce the Bank's efforts in this area. In the space of three years, more than €1.5 billion has been disbursed to finance these projects, thereby encouraging clean energy generation. The team has also financed energy efficiency projects in buildings.

#### Financing of public policies linked to the energy transition

For the past four years, La Banque Postale has remained the top lender to local authorities and public hospitals in terms of loans granted annually.

Many of the public-sector projects financed relate to the energy transition, such as new builds, renovation of public buildings, refurbishment of social housing, clean transport, etc.

In 2018, La Banque Postale launched a platform to evaluate improvements using energy performance certificates, with a view to optimising finance for the renovation of public buildings and social housing.

#### Financing for companies involved in the energy transition

La Banque Postale offers lease finance solutions for clean vehicle fleets.

### 5.1.5.2 Sharing expertise and providing solutions: SOBRE, Action Habitat and Bemobi solutions

Le Groupe La Poste is a vehicle for social transformation, harnessing the expertise developed for its own energy transition for the good of society as a whole. It has developed services in the areas of eco-mobility, domestic energy renovations, energy performance and recycling. They draw on the strengths and know-how of the Group's business units and were defined as part of the Joint Priority Programme for the Environmental Transition launched in 2015.

#### SOBRE, the Group's energy management solution for service-sector buildings

The SOBRE system, developed as a joint venture with the Caisse des Dépôts and EGIS, was launched on the market in 2018<sup>(1)</sup>.

Combining a digital, multi-site, energy monitoring and control system with energy efficiency services, it cuts energy consumption by 10-25% by suggesting behavioural action plans for occupants and techniques for building managers.

Installed at 325 Le Groupe La Poste sites, SOBRE is used to deploy the energy management system. It is intended to be deployed as widely as possible over La Poste's property portfolio.

#### Action Habitat, the housing renovation strategy

With Action Habitat, La Poste offers local authorities support with their housing renovation policy. This initiative is part of the energy transition law, involving the renovation of 500,000 homes each year. Local authorities face major difficulties in reaching out to citizens who are yet to engage with, or are unaware of, existing schemes.

Through its knowledge of local stakeholders and its regional network, La Poste is a natural facilitator of public policy. The image that people have of the Group as being neutral and trustworthy is a key factor in motivating them to act. 100,000 households have already been included in the awareness programme.

The Action Habitat service consists of:

- focusing on energy-intensive housing;
- using the mail carrier to raise awareness among households;
- having a qualified employee visit the home and offer project guidance.

La Poste is also implementing a scheme devised by the French National Housing Agency to combat energy poverty. The DEPAR scheme includes identification, environmental awareness and energy audits. It is run in partnership with SoliHa, a non-profit organisation which campaigns against unfit housing.

At the end of 2018, Action Habitat Travaux, an online service for consumers, was trialled in the Eure and Somme regions of France. It offers a turnkey solution for home energy renovations, including grants and subsidies.

#### Eco-mobility services

In 2016, La Poste pooled the offerings of its three subsidiaries – Greenovia, Véhiposte and Mobigreen – to create the Bemobi brand. Bemobi is a new leader in sustainable mobility, serving businesses and local authorities.

Bemobi offers a broad spectrum of solutions:

- consultancy services, to gain a better understanding of mobility needs and manage them more effectively by optimising journeys, vehicle fleets and employee commuting, and defining an appropriate action plan;
- fleet management and optimisation, with management throughout the vehicle life cycle, analysis of legacy fleets, and concrete action plans that deliver measurable outcomes (e.g. onboard computer, claims management, etc.);
- training to improve driver behaviour and reduce accident rates, unlock savings and comply with occupational safety regulations;
- collaborative mobility for businesses (bike-sharing, car-sharing, car-pooling, etc.).

Similarly, the range of consultancy services has been extended with solutions for company travel plans. The training courses on offer now include "Bike" and "Accident notification" training.

In the area of collaborative mobility, after launching its car-pooling and car-sharing services in 2016, Bemobi introduced its bike-sharing service in 2017. This includes the leasing and management of a fleet of electric bicycles. At the end of 2018, the solution was adopted as part of the public service delegation organised by Mobilités Ile de France (the transport authority for Paris and the surrounding region) for the provision of 20,000 electric bikes.

(1) EGIS is a construction design and engineering firm and a subsidiary of the Caisse des Dépôts group.

### 5.1.5.3 Supporting research and incubating pilot projects

#### Trialling urban logistics schemes in partnership with local authorities

La Poste is contributing to the development of sustainable urban logistics by co-designing innovative solutions such as:

- shared distribution and service centres, piloted in Grenoble in 2017 and since rolled out to six other cities;
- shared multi-modal urban platforms (“logistics hotels”), which improve efficiency and reduce the building’s footprint, as in Bordeaux and Toulouse.

#### “Real estate of the future” incubator

Poste Immo was the founder member of the “Immobilier de demain” (real estate of the future) incubator in 2015. It renewed

its commitment to this open innovation project, which is led by the Paris economic development and innovation agency Paris&Co and is Europe’s largest start-up incubator with over 300 start-up.

#### 10 pilot PV plants for self-consumption in 2019

Since 2017, Poste Immo, as a producer of photovoltaic energy, has been actively involved in relocating energy generation and consumption.

There are numerous benefits to self-consumption: it reduces energy bills, uses renewable energy and reduces the risk associated with the volatility of the electricity market.

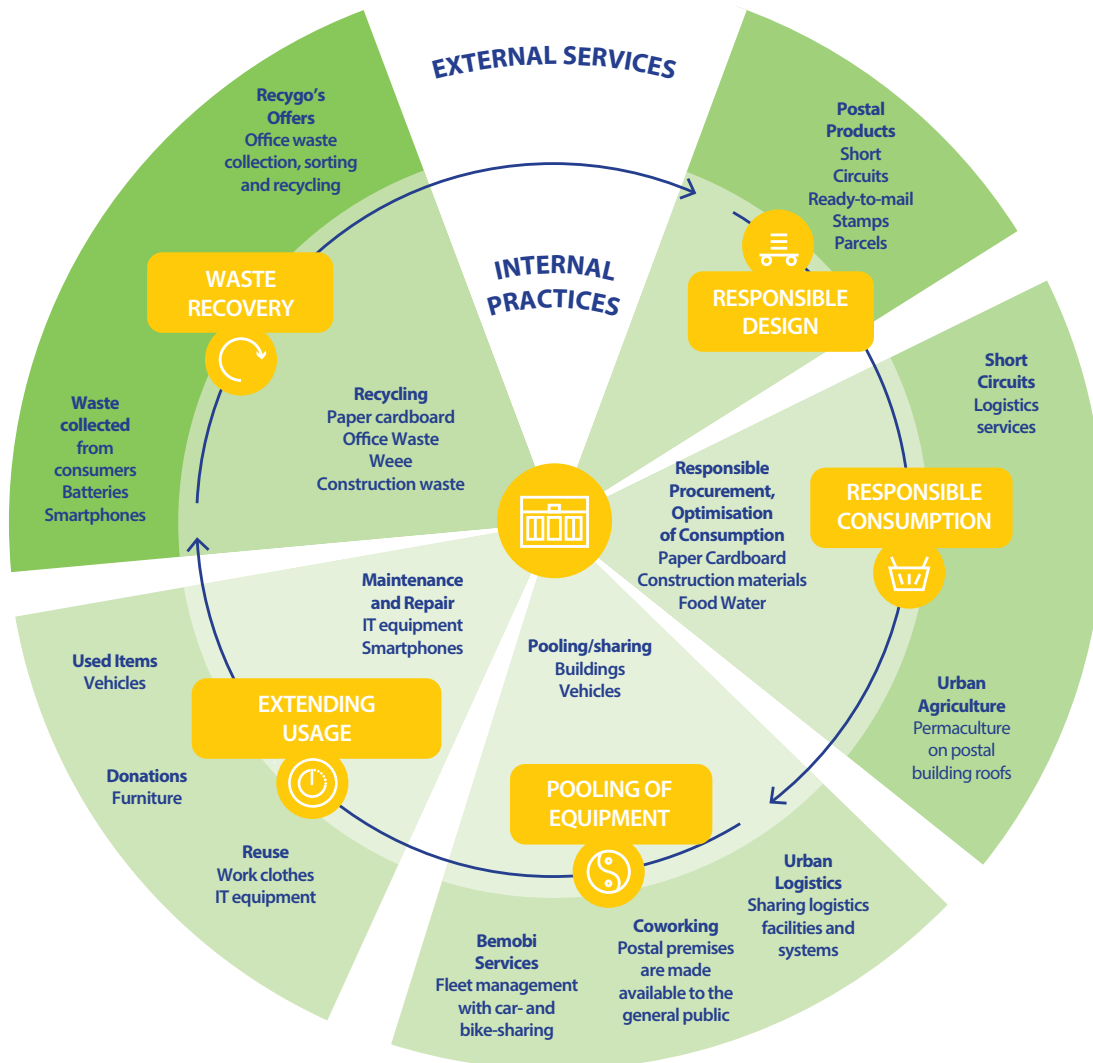
Pilot schemes launched in 2019-2020 will study the feasibility of the legal, economic and contractual model in real-world conditions and in different climates.

## 5.2 Le Groupe La Poste, natural partner of the circular economy

If human activity continues at the current rate, by 2050 the resources of more than two planet Earths would be necessary to meet our needs. Evidently, the shortages forecast pose a risk. Yet it is possible to see them as opportunities, by rethinking business models and consumption within a circular economy. This economic system of exchange and production seeks to boost the efficiency of resource use and mitigate the environmental impact, while maintaining individual well-being.

Le Groupe La Poste is mindful of the issues surrounding resource erosion for all its operational sites and business sectors. It is therefore committed to a circular economy policy aimed at reducing its resource consumption and waste production. It is translating this commitment for a broader ecosystem, involving its customers and a host of partners. The objective is to provide them with practical solutions to support them in implementing the circular economy.

5



## 5.2.1 LEADING BY EXAMPLE THROUGH THE GROUP'S ACTIVITIES

The Group takes action to promote the circular economy at each stage of its resource use. From procurement to waste management, La Poste is progressing each day as part of the ongoing improvement of its processes. Aside from regulatory compliance, the Group wants to lead by example, raising employee awareness of the sustainable use of resources through one-off or ongoing campaigns.

The Group's policy for the circular economy seeks to address the following aspects:

- optimising the Group's consumption;
- incorporating recycled and second-hand materials into its operational procurement;
- sending furniture and equipment it no longer needs for reuse and recycling;
- providing logistics, reverse logistics, collection and delivery solutions promoting the reuse and recycling of everyday objects.

The Group wants to strengthen the oversight of its resource management and define targets and action plans involving its stakeholders (employees, suppliers and customers) by taking a long-term view. In this respect, for example, it is developing responsible purchasing practices and a virtuous paper policy.

### 5.2.1.1 Building the circular economy into procurement

#### Sustainable paper supplies

Paper is the most critical resource that Le Groupe La Poste purchases. The maturity of its sustainable paper policy is widely recognised: in 2017, La Poste scored 75/100 in the last PAP50 ranking of the paper management policies of the 50 largest French private and public sector companies. La Poste was ranked number one in the Post & Telecoms category.

One of the key issues of this paper policy is quality of supply. La Poste sources paper that does not contribute to deforestation. All entities are encouraged to favour environmentally-responsible

paper (i.e. recycled paper, labelled environmentally friendly or from sustainably managed forests). The ultimate objective is 100% sustainable paper.

In addition to the origin of the paper itself, procurement requirements also include ancillary resources, such as inks, glues and coatings. This is why Imprim'Vert certification or the signing of the "Print Environnement" chart is systematically required for the printing of advertising, promotional or institutional material.

#### Sustainable procurement of postal parcels

The Group's marketing and CSR teams are working on the eco-design of parcel products.

La Poste is a pioneer when it comes to the eco-design of packaging, prompting its suppliers to make continual improvements and take an innovative approach. It also advises its e-commerce customers on how to avoid empty spaces inside packaging, reduce materials consumption, and incorporate recycled materials without compromising the strength of the packaging, given that it will be subjected to mechanical processes.

#### Colissimo Pre-Paid packaging

In 2017, a life cycle assessment (LCA) of Colissimo's pre-paid packaging revealed that it contained 20% recycled material. The total amount of raw materials used is falling steadily: compared with 2012, roughly 5% less raw material went into an "L" size box in 2017.

An action plan was defined following this LCA. Future parcel packaging will have a better environmental profile: higher content of recycled material, reduced amounts of glue and ink, etc.

#### Pre-Paid mailing bags

A new type of mailing bag was designed in 2018, with a view to developing the range in 2019.

- By reducing the thickness of the plastic, 5% less raw material can be used.
- the proportion of integrated recycled material increased from 25% to 50% on the inner surface of the plastic.
- the amount of glue was reduced by 20%.

In addition, a prototype mailing bag with a reusable dual flap was developed, tested and technically validated in 2018. The level of customer interest and the financial impact are currently being studied before deciding whether to release it on sale.

### Plastic pallets

Parcel hubs are trialling plastic pallets to replace the wooden version. In 2018, an LCA was carried out on both types of pallets. This showed that plastic pallets had a lower impact in terms of kg CO<sub>2</sub> because they can be reused.

These pallets are: economical, kinder to the environment, since no wood waste or debris is generated, easier to handle, because they are lightweight and stackable.

Conversely, they must operate in a closed circuit.

To initiate the pallet replacement process, several levers are being applied:

- optimising the number of rotations;
- for wooden pallets, giving preference to wood of French origin;
- work on recycling and reincorporation for plastic pallets, by comparing service providers.

## Sustainable procurement of construction materials

Poste Immo is currently preparing a new materials procurement policy. This will enable the use of materials with a low environmental and health impact to be prioritised in specifications and tenders. It is based on the LCA testing of various projects (La Boétie and La Poste du Louvre).

### 5.2.1.2 Using resources more efficiently

#### Sustainable paper consumption

Many different methods are used to adapt paper consumption to each specific use:

- documents that require a lot of paper (like reports and studies) are increasingly electronic;
- the number of individual printers has been streamlined;
- all printers are set to duplex printing by default;
- low-weight paper and standard formats are preferred when ordering from printers.

In 2018, the Group added a lighter ream of paper to its office supplies catalogue (75 gsm, instead of the classic 80 gsm). This product is proving increasingly popular. If all Group departments replaced their 80 gsm paper with 75 gsm paper, this would save 90 tonnes of paper per year.

### Le Groupe La Poste helps its customers reduce their paper consumption.

With optimised targeting solutions, Mediapost offers its customers a service that combines message impact, return on advertising investment and sustainability:

- Mediapost has more than 3,000 socio-demographic, behavioural and household appliance criteria. These ensure that only households with a potential interest in a particular product or service are sent marketing literature. This prevents lawnmowers from being marketed to people who live in apartments, for example;
- Mediapost has a unique and exclusive address database which is regularly updated. It maps the potential distributable mailboxes (accessible and free from “no junk mail” stickers). This reliable database means that the quantity of promotional literature required can be precisely calculated.

Added to these solutions are guides on the eco-design of marketing campaigns (promotional literature, samples), which contain tips on how to make the best use of resources and build a circular economy.

As for Docaposte, a pioneer in continuous colour printing, its industrial printing facilities include printers that are capable of colour printing on white web. This technology reduces waste and the environmental impact of the upstream and downstream logistics of printed materials.

#### Prevention of food waste

The catering options for the Group's employees consist of a staff canteen and restaurant vouchers. On average, 97,000 people use this service each day.

The specifications for the canteen service include CSR requirements, particularly with regard to preventing and sorting waste. This entails processes and methods aimed at preventing daily food waste and raising the awareness of kitchen staff.

Le Groupe La Poste provides employees with access to more than 400 staff canteens. Of these, 48 are managed in partnership and 74 as a concession with Elixir Entreprises. In 2018, following a successful pilot in 2017, the focus at these 122 restaurants was on combating food waste.

During the European Waste Reduction Week in November 2018, diners in concession restaurants were educated about food waste. They were offered a "100% waste-free" menu and took part in two awards. Restaurants have been given a special scale to weigh food waste. The aim of these initiatives is to analyse the sources of waste, make visible the amount of waste generated and come up with ideas on how to prevent waste.

## Extending the life of electrical and electronic equipment

La Poste is working on repairing its equipment to extend its service life.

### Maintenance of electric bikes

La Poste is working with companies that primarily employ people with disabilities, provided they can accommodate its needs. These partnerships have spawned a whole new industry with specific skillsets.

In Roubaix, for example, it was difficult for local service providers to cater for the volume required by La Poste. A maintenance workshop was therefore set up at a mail facility, enabling a member of staff with reduced capacity to be retrained. The workshop also provides services to nearby postal sites. This scheme offers numerous benefits:

- it reduces wear on parts by adjusting settings;
- it improves the condition of electric bikes through more regular maintenance;
- it reduces the cost of spare parts;
- it cuts the downtime of electric bikes (repairs are done within 48 hours), reducing the need for spare bikes (which have fallen from 21 to 14 in two years).

### Electric and electronic equipment

Details of the Group's IT equipment can be found on page 101. La Poste repairs its electrical and electronic equipment and puts it back into service within the Company. The support and maintenance department repairs the devices and puts them back into service.

This, together with software maintenance, security measures and the ecofriendly behaviour of device users, has extended the average service life of electrical and electronic equipment throughout the Group. For example, laptops are used for an average of almost six years, PCs for more than seven years, and monitors for 10 years. Laser printers are used for more than seven years on average.

### Facteo smartphones

Since all mail carriers are issued with a Facteo smartphone, there were a total of 90,000 of these devices in 2018. The vast majority of these phones (over nine out of 10) are kept for three years; this is twice as long as the average life span of a personal smartphone<sup>(1)</sup>.

In 2018, over 4,500 smartphones that developed faults were repaired and reissued to a mail carrier. Repairing a phone costs three times less than buying a new phone. It also avoids having to reinstall apps and customise the device. Thus, internal reuse has both environmental and economic benefits for post offices.

## Making better use of space

Le Groupe La Poste is rolling out a number of coworking space concepts to optimise working and collaborative spaces, reduce commuting time and optimise cooperation between businesses. As such, post offices may be made available when not in use, or the spaces in buildings that La Poste wishes to redevelop, transformed into off-site co-working spaces. For this, Poste Immo is supported by partners and innovative start-ups.

When certain postal sites are sold, in whole or in part, the buyer does not always convert them immediately. Where this is the case, Poste Immo uses temporary regeneration projects to make use of available space. For example, La Poste runs a temporary storage facility for the non-profit Secours Populaire in the centre of Roubaix, in space located behind a post office.

### 5.2.1.3 Giving equipment a second life

The Group encourages the reuse of its equipment which has reached the end of its life in the postal service.

## A second life for postal vehicles

Véhiposte sells vehicles that are no longer needed by La Poste to car dealers and employees. Véhiposte sells from 8,000 to 10,000 used vehicles each year.

## Recycling workwear

Working in partnership with SNCF, Paris City Hall, the French Ministries of Defence and the Interior, GRDF, ESF, ONF and Orée, Le Groupe La Poste is trialling the introduction of FRIVEP, a new industrial process for recycling and repurposing workwear. The aim is to implement efficient and shared technical solutions. Customers must be able to process used garments while ensuring end-to-end traceability and security. Manufacturers in the sector must have quality opportunities for secondary raw materials.

(1) Kantar TNS study of 1,505 smartphone owners aged 16 and older who were surveyed online from 4 to 9 August 2017.

In 2018, the Meuse Champagne-Ardenne industrial mail hub recovered three tonnes of second-hand uniforms which were sent to project partners. The trial phase for the sorting and dismantling was launched in early 2019 by the Junior Minister for the Environmental Transition and Social Inclusion and the Junior Minister for Finance and Economic Affairs. FRIVEP is a «Commitment to green growth» programme.

Other measures are also being taken for textile items. In the Hauts-de-France region, a trial is under way with proponents of the third industrial revolution ("REV3") to study the feasibility of recycling and reusing mail bags. The aim is to find local service providers to give a second life to these items, with a recycling loop based on a robust business model.

### Giving furniture a second life

When La Poste moves or transforms a postal site, it increasingly seeks to redeploy furniture. Equipment is then mainly redeployed within the Company or donated to a social economy organisation. In 2018, for example, following the redevelopment of a site in Nantes, La Banque Postale had more than 4 tonnes of office furniture (cabinets, desks, tables, chairs) which it no longer needed but which was still in good condition. The organisation OASIS Environnement, 2017 winner of La Poste's Éclaireurs awards, joined forces with other social economy organisations to find a new home for these items.

### Reuse of electrical and electronic equipment

In addition to reusing devices within Le Groupe La Poste, in 2018 the Support and Maintenance Department sent over 1,000 devices for external reuse through donations or resale.

Wear and tear on the battery, memory issues or technological developments means that mail carriers' phones are obsolete within three years. Some of these phones need to be replaced each year, as do phones that are damaged beyond repair. As a result, nearly 9,800 Facticeo smartphones, which still worked, were sold for reuse in 2018. The data is erased and a certificate is issued to certify that they have been decommissioned.

By combining the repair and reuse of its smartphones, La Poste saved more than 1,000 tonnes of resources in 2018<sup>(1)</sup>.

## 5.2.1.4 Waste recycling

### The five categories of waste

Le Groupe La Poste is gradually optimising the recycling of recoverable waste at its sites, and in particular the five main categories of waste for which recycling is mandatory: paper, metal, plastic, glass and wood.

The Services-Mail-Parcels business unit has the largest number of postal sites. It has set itself the target of recycling all paper and plastic by 2020. In 2018, it was able to recycle slightly more than 80% of its paper and cardboard activity in France via its subsidiaries Recygo and New Attitude.

The Services-Mail-Parcels business unit produces small quantities of waste that are dispersed throughout France. Whenever there is sufficient available capacity on existing transport links, it is used to collect waste at smaller sites and consolidate it at larger sites. This provides waste collection companies with enough waste to make recycling economically viable.

In addition to everyday consumables, equipment that is replaced is also recycled. For example, the Group systematically recycles furniture items in collaboration with Valdelia.

### Focus on waste electrical and electronic equipment (WEEE)

The Group has developed a processing stream for its waste electrical and electronic equipment (WEEE). Used equipment is collected for recycling, mainly in the form of materials recovery. In 2018, a large amount of equipment had to be recycled: the tonnage of WEEE processed by service providers rose by 30%, while the recycling rate remained high at 94%.

All WEEE collected in Paris and the surrounding region is sent to a company that primarily employs people with disabilities.

A total of 22,000 Facticeo decommissioned smartphones could not be reused because they were obsolete or irreparable. These were recycled and allowed 178 kg of precious metals (copper, gold and silver) to be recovered.

The same approach is applied to consumables. At the La Poste Network, used printer cartridges are reused or recycled in a unique and innovative partnership with Lexmark. There has been a significant expansion of the collection with some 68,000 used cartridges returned by post offices and management sites. Thanks to this eco-action by employees at all stages of sorting, cleaning and tests by Lexmark, 90% of cartridges were refilled with ink to be reused and 10% were recycled. A total of 95 tonnes of materials were recycled, and some 316 tonnes of greenhouse gas emissions avoided. Under this programme, 25 tonnes of materials were recycled in 2018 and 121 tonnes of CO<sub>2</sub> emissions thus avoided.

(1) Use of raw materials in the manufacture of a smartphone, data used by the ADEME in its communication actions (e.g. one-minute video on What are the environmental impacts of the manufacture of a smartphone? [https://www.youtube.com/watch?v=05uWBh\\_HZ4s](https://www.youtube.com/watch?v=05uWBh_HZ4s)).

## Construction waste

In 2016, the Group's property company was a frontrunner in developing and implementing its policy for the prevention and management of construction site waste. The law requires a waste audit to be carried out when demolishing buildings of more than 1,000 square metres in size. Poste Immo has extended this obligation to all its construction sites (demolition, construction, refurbishment, renovation, redevelopment, etc.), regardless of size.

Poste Immo has set the following targets for materials recovery:

- for inert waste<sup>(1)</sup>: 75% from 2017 and 85% from 2020;
- for non-inert, non-hazardous waste: 70% from 2017 and 80% from 2020.

To achieve this target, a construction waste management kit has been issued to employees. The Purchasing Department has drafted an amendment to project management and construction contracts that specifies requirements for worksite waste management.

Pilot construction sites were monitored before finalising the policy. The results of these trials, consolidated and analysed in 2018, were found to be extremely positive:

- 100% of pilot construction sites achieved the target of 75% recycling of inert waste;
- 86% of sites achieved the target of 70% materials recovery from non-inert, non-hazardous waste.

The policy will therefore be rolled out to all construction sites by 2019.

In addition, trials are being carried out on recycling building materials. Poste Immo is exploring the entire ranking of waste treatment methods, including reuse and recycling.

## Food waste

The sorting of food waste is gradually being introduced in La Poste's 122 staff canteens. This action comes within the scope of the social activities policy of Cogas (the employee benefits Advisory and Management Committee)<sup>(2)</sup>.

La Poste is also involved in developing food waste recovery streams at the other end of the consumer chain. For example, it is trialling the supply of biofuel for ten postal vehicles, made from used cooking oil by a company that helps people back into work.

## KEY ACTIONS ON RESOURCES

### European Sustainable Development Week (ESDW)

During ESDW 2018, La Poste signed up to the general slogan: "Recycling for the community". Employees have been offered various activities to get them to start managing, reusing and recycling their waste. Two collections were also highly successful, involving more than 30,000 employees: a collection of books, CDs and DVDs in partnership with Libraries Without Borders, and a collection of games and toys for the Rejoué charity. In 2018, a total of over 4,000 toys (one tonne) and 37,000 books (16 tonnes) were donated to these partner associations.

### European Week for Waste Reduction (EWWR)

These initiatives continued during the 2018 EWWR, this time under the slogan "Changing our consumption: recycling more, throwing out less". An awareness-raising campaign was carried out with five themed posters covering all local initiatives. The World Wide Fund for Nature's "We Act for Good" app (see page 131) was promoted to employees. To continue advocating alternatives to buying new toys, sales for employees were organised with Rejoué. In 2018, 400 second-hand toys were sold at five sites.

### World Clean Up Day

Another flagship event targeted customers: World Clean Up Day, which raised awareness of the problem of illegal waste dumping and the production of waste in general. It was communicated via an awareness video broadcast in all post offices equipped with a TV screen.

(1) As a general rule, construction waste consists of the following categories: 1% hazardous waste, 5% non-inert, non-hazardous waste, 94% inert non-hazardous waste.

(2) Cogas (the employee benefits Advisory and Management Committee of La Poste) defines the Company's social activities.

## 5.2.2 HAVING AN IMPACT IN FACILITATING THE TRANSITION TO THE CIRCULAR ECONOMY

La Poste has developed expertise in resource management and reverse logistics. This has enabled it to develop a range of solutions to support its customers (businesses, local authorities, individuals) in the areas of reuse, recycling, asset pooling and short supply chains. The aim is for La Poste to use its production facilities as an effective extraction tool. La Poste can capture diffuse resources, consolidate them, add value and send them to companies for recycling and reuse. La Poste is bringing a wider range of partners on board, including start-up and social economy organisations.

### 5.2.2.1 Recygo solution for office waste

Le Groupe La Poste is keen to be a natural partner of the circular economy. For a start, La Poste is developing reverse logistics solutions. This involves collecting materials for reuse or recycling (paper, cardboard, office waste, cartridges, coffee capsules, etc.). These services, developed under the Recygo brand, are intended for diffuse materials, notably within SMEs, VSEs and networked companies.

Since 2012, La Poste has been collecting and recycling office paper and cardboard through its Recygo service. This innovative model is based on an inclusive circular economy: office waste is collected by mail carriers and then sorted by Nouvelle Attitude, a La Poste subsidiary that helps people back into work, and by various social economy partners.

In 2018, La Poste joined forces with the Suez group, which is renowned for its expertise in the collection and recycling of all types of waste and in downstream waste recovery processes. This led to a joint venture, Recygo, which significantly boosts the collection and recycling of office waste in mainland France.

This company offers a unique, digital solution accessible to all types of customers, regardless of their size or industry, which enables them to meet the "big 5" decree requirements. It includes any office waste: plastic bottles, tin cans, disposable cups, cartridges etc. It is recycled according to best practice, promoting local employment and workplace integration.

In addition to recycling services, the Recygo website provides customers with tools to monitor and enhance their sorting process.

In its first year, the service already had 275,000 users working in 10,000 offices. Customers include Intermarché, Eiffage, Groupama and Siemens.

### 5.2.2.2 Reverse logistics for reuse and recycling

Other logistics, collection and delivery services are being trialled or rolled out to promote the reuse and recycling of recoverable items or materials, as well as food consumption in short supply chains.

#### Mobile phones

La Poste has trialled a new service in the Auvergne-Rhône-Alpes region on behalf of the environmental organisation Eco-systèmes: the collection of mobile phones from consumers. A leaflet and reply envelope are sent to households and, in some cases, explained by the mail carrier. The response envelope containing one or two used smartphones can be posted back in a post box. 100,000 households are offered a simple solution to give their equipment a second life.

With the PROXI CONTACT postal service, the mail carrier acts as a spokesperson for local authorities and environmental organisations. The need for more information and education for individuals on what they can do to protect the environment is essential for widespread engagement in the environmental transition.

#### Coffee capsules

Nespresso selected Le Groupe La Poste to offer its corporate customers a collection service for their used coffee capsules.

Companies are given a kit that explains the recycling process, together with recycling bags and containers that are kept in mail rooms. Mail carriers pick them up on dates that are scheduled with customers, depending on the amount of coffee they consume.

### 5.2.2.3 Sorting services for reuse and recycling

Nouvelle Attitude is a subsidiary of Le Groupe La Poste that helps people back into work. It has been in existence for ten years and has six sites. It has two missions – one environmental and the other social – which together contribute to local economic development:

- it sorts office paper for recycling and organises sorting activities for other items and materials for recycling or reuse;
- it helps people who are out of work return to steady employment. In 2018, assistance was given to 100 people, 76% of whom either found a permanent job, or else went on to do a vocational training course.

### 5.2.2.4 Financing solutions for the circular economy

The circular economy is a source of creativity. However, new projects need innovative funding solutions if they are to complete the various stages of their development.

Crowdfunding addresses the needs of entrepreneurs, associations and even local authorities. On the website of KissKissBankBank, a subsidiary of Le Groupe La Poste, the projects funded include those enabling the transition to the circular economy. They are also among the "favourites" chosen by La Banque Postale and its customers, for which it contributes up to 50% of their fundraising target.

In 2018, for example, the "MEL Makers" project call was launched by the Lille European Metropolis (MEL) in partnership with KissKissBankBank. It sought to promote crowdfunding campaigns for the city's entrepreneurs: working for the circular economy and creating local development loops.

Ten local talents were chosen to receive advice on promoting their business and help with their fundraising. Two of the projects involved fashion accessories made from recycled tyres and a zero-waste lunch box.

### 5.2.2.5 La Poste, promoting the circular economy within society

#### La Poste, signatory to the "Purchasing and the circular economy" action programme

In 2018, Le Groupe La Poste – together with some 30 other companies, local authorities and public bodies – joined a programme aimed at stimulating the circular economy through purchasing. The programme is run by the French National Institute for the Circular Economy (INEC), of which Le Groupe La Poste is a founding member and director, the Métropole du Grand Paris and the *Observatoire des achats responsables* (ObsSAR). By sharing their experiences, the members seek to demonstrate the potential, relevance and value added of the circular economy within a procurement strategy.

#### La Poste partners Zero Waste France

Zero Waste France is an environmental protection charity founded 20 years ago. It campaigns for the reduction and sustainable management of waste.

In 2018, La Poste sponsored the publication of the charity's guide to zero office waste. This seeks to raise awareness among employees and businesses about everyday actions they can take to reduce or prevent office waste. It outlines 12 practical measures backed by concrete examples, including three from Le Groupe La Poste: reusing ink cartridges, repurposing furniture and repairing smartphones.

The Group was a partner of the Zero Waste Festival again in 2018, as it was in its first year. The event was attended by 5,000 participants, including 150 non-profit organisations, businesses, local authorities and members of the public. During the festival, La Poste participated in or hosted four key events:

- a pitching session for entrepreneurs;
- a professional workshop on street furniture;
- a talk on "Zero office waste: how to reduce waste in the workplace";
- a panel discussion on "Pooling resources to develop zero-waste businesses".

Prior to the festival, La Poste and local branches of the charity also held evening workshops on the subject of zero office waste.

La Banque Postale also conveys to its customers how they can reduce waste, with tips from Zero Waste featuring in one of the news articles posted on the bank's website.

### 5.2.2.6 Innovation in the circular economy

La Poste supports start-up and social economy organisations via the innovative schemes it has founded (Elanceurs awards, French IoT) or sponsors (Paris&Co incubator, annual circular economy awards).

Its support can take several forms, such as organising pilot projects or charitable collections involving its employees, providing development advice, or offering subsidised rent in its buildings. Some of the organisations it has supported include:

- Rejoué, which collects, sorts, recycles and resells used toys at affordable prices;
- Label Emmaüs, a community marketplace that allows social economy actors to become established and to sell online;
- Tricyclerie, which collects organic waste by bike.

In 2018-2019, Le Groupe La Poste was also a partner in the call for projects launched by its subsidiary KissKissBankBank & Co. The aim was to invite entrepreneurs and non-profit organisations to share environmental projects that address the issues of zero waste and zero packaging, and to launch their crowdfunding campaign.

In parallel, the Maison de Crowdfunding in Paris – a third place run by KissKissBankBank – showcased the zero-waste projects already funded on KissKissBankBank in a month-long exhibition and sale.

Lastly, KissKissBankBank has taken the lead in the first local "zero-waste street" project. This year-long project is sponsored by the town hall in the 10<sup>th</sup> arrondissement of Paris with the support of the local group Zero Waste Paris.

### La Poste presents the Circular Economy Award to Caux Vallée de Seine

The Circular Economy Awards, sponsored by the French institute of the same name and the French Ministry for the Environmental Transition and Social Inclusion, shine a spotlight on bright ideas so that they can be replicated. In the fourth Circular Economy Awards in 2018, La Poste picked Caux Vallée de Seine as the winner of the award for best local authority.

In January 2017, the authority set up a new economic development agency with extensive expertise to respond to three major challenges: the circular economy, innovation and attractiveness.

#### Employee innovation

The non-profit Facteur Graine community has established a rooftop permaculture vegetable garden at a mail distribution centre in Paris. It is largely responsible for raising the profile of this issue locally, nationally and globally, since this social initiative has featured in various press articles and in the documentary *Après-Demain* produced by Cyril Dion and Laure Noualhat. The next step will be to help other local communities develop their own project.

On the subject of organic and local food systems, Terres Nourricières is one of the intrapreneurial projects chosen in 2017, sponsored by KissKissBankBank and led by three intrapreneurs from Le Groupe La Poste. The team is developing a solution to help local authorities organise and finance the food transition. This will include consulting and financial engineering solutions. At the end of 2018, Terres Nourricières and KissKissBankBank sponsored the first local authority organic awards, organised by Agence Bio and the "Eco Mayors" association.

### NOUVEL'R PROGRAMME

La Poste encourages initiative and innovation by inviting 240,000 employees to take up the Nouvel'R challenge each year. Staff are asked to come up with ideas for new customer services in areas relating to the environmental transition: recycling, home energy renovations, eco-mobility, energy and financing of the transition. Each year, the winner in each category receives help with trialling his or her idea. If it is economically viable, the service is introduced in other regions.

### LA POSTE PARTNER THE WWF TO LAUNCH THE WAG (WE ACT FOR GOOD) APP

Launched in 2018, the We Act for Good (WAG) app helps consumers change their everyday behaviour. It sets challenges or "missions", and offers advice and tips on food, transport, waste and energy. An interactive map can be used to locate eco-responsible places and services. La Poste has been involved since the project's launch in developing the new app, which will be an effective tool for engaging citizens in the environmental transition. It is promoted to employees at each major environmental event, ever since the European Waste Reduction Week in 2018. The app has already been downloaded 250,000 times, and 1 million challenges have been completed.

## 5.3 Appendice

### BUILDINGS

Scope: building stock owned or directly managed by the Group

GRI	Indicator	Scope	Unit	2016	2017	2018	Change 2018/2017
	Number of buildings	LGLP	Number	12,363	12,219	11,983	-2%
	Building surface area	LGLP	millions of sq.m	10.06	10.2	10.5	3%
	Certified buildings (HQE, BREEAM, LEED, BDM, BBC, BEPOS)(excl. promotion and co-promotion)	LGLP	Number	8	9	9	15
	Surface area of the certified buildings (HQE, BREEAM, LEED, BDM, BBC, BEPOS)(excl. promotion and co-promotion)	LGLP	square metre	150,620	155,632	155,632	214,594
302-1(G4-EN3)	Energy consumed by buildings	LGLP	GWh	1,378	1,328	1,401	5%
302-1(G4-EN3)	<i>Of which electricity</i>	LGLP	GWh	753	719	801	11%
302-1(G4-EN3)	Proportion of renewable electricity of total electricity consumption	LGLP	share in %	62	80	82	3%
305-1 (G4-EN15)	Direct greenhouse gas emissions resulting from energy consumed in buildings (scope 1)	LGLP	t of CO <sub>2</sub> eq.	119,661	122,227	111,091	-9%
305-2 (G4-EN16)	Indirect greenhouse gas emissions resulting from energy consumed in buildings (scope 2)	LGLP	t of CO <sub>2</sub> eq.	66,573	57,767	49,535	-14%

### TRANSPORTATION

Scope: fleet owned or managed directly by the Group, excluding company cars

GRI	Indicator	Scope	Unit	2016	2017	2018	Change 2018/2017
	Total number of vehicles	LGLP	Number	93,736	87,534	94,694	8.2%
	<i>Of which electric vehicles</i>	LGLP	Number	38,921	37,954	39,696	5%
	<i>Of which light commercial vehicles (LCV)</i>	LGLP	Number	56,331	50,700	50,093	-1%
	<i>including Euro 5 standard</i>	LGLP	%	82	69	55	
	<i>including Euro 6 standard</i>	LGLP	%	3	16	29	
	Number of electric LCV	LGLP	Number	10,987	13,923	16,260	16.8%
	Proportion of electric LCV	LGLP	%	12	16	18	
	Proportion with alternative motorization (hybrid, natural gas, excl. electric)	LGLP	%	0.1	0.2	0.3	
	Electric bikes	LGLP	Number	24,604	22,962	22,536	-2%
	Total kilometres travelled by the vehicle fleet	LGLP	km	1,318,528,101	1,002,794,794	1,049,650,793	4.7%

Energy consumption by transport and greenhouse gas emissions

GRI	Indicator	Scope	Unit	2016	2017	2018	Change 2018/2017
302-1	Energy consumption by transport	LGLP	GWh	1,041	1,098	1,079	-2%
302-1	<i>Of which gasoline/petrol</i>	LGLP	GWh	22	19	14	-28%
302-1	<i>Of which diesel fuel</i>	LGLP	GWh	1,019	1,078	1,064	-1.3%
302-1	<i>Of which natural gas</i>	LGLP	GWh	0.21	1.11	1.4	+27%
302-1	<i>Of which LGP</i>	LGLP	GWh	0.12	0.17	0.2	+23%
305-1	Greenhouse gas emissions resulting from the use of the vehicle fleet (scope 1)	Fleet managed by Véhiposte	t of CO <sub>2</sub> eq.	270,521	266,573	262,354	-2%

**Emissions of air pollutants (scope: fleet managed by Véhiposte)**

GRI	Indicator	Scope	Unit	2016	2017	2018	Change 2018/2017
305-7	Nitrogen oxide (NOx) emissions	Véhiposte	metric tonnes	153	134	115	-14%
305-7	Particulate (PM) emissions	Véhiposte	metric tonnes	4	4	4	-7%
305-7	Carbon monoxide (CO) emissions	Véhiposte	metric tonnes	447	412	389	-6%
305-7	Emissions (NOx + HC)	Véhiposte	metric tonnes	52	64	74	16%
	Proportion of kilometres travelled by the fleet managed by Véhiposte	Véhiposte	%	58	71	81	

**SUBCONTRACTORS****Scope: subcontractors' buildings**

GRI	Indicator	Scope	Unit	2016	2017	2018	Change 2018/2017
302-2	Energy consumption: buildings	LGLP subcontractors	GWh	5.99	5.57	5.61	1%
305-3	Indirect greenhouse gas emissions resulting from the energy consumption of contractors' buildings (scope 3)	LGLP subcontractors	t of CO <sub>2</sub> eq.	2,147	1,723	1,861	8%

**Scope: subcontracted transport**

GRI	Indicator	Scope	Unit	2016	2017	2018	Change 2018/2017
	Total kilometres travelled: road	LGLP subcontractors	km	1,840,057,352	1,501,750,396	1,730,328,102	15%
	Total kilometres travelled: train and boat	LGLP subcontractors	km	883,232	828,800	770,507	-7%
	Total kilometres travelled: air	LGLP subcontractors	km	3,252,059	3,426,800	3,097,506	-10%
302-2	Energy consumption by subcontracted transport	LGLP subcontractors	GWh	3,843	3,957	3,961	0.1%
305-3	Indirect greenhouse gas emissions resulting from subcontracted transport (scope 3)	LGLP subcontractors	t of CO <sub>2</sub> eq.	1,145,806	1,198,742	1,205,661	0.6%

**CERTIFICATIONS****ISO 14001**

GRI	Indicator	Scope	Unit	2016	2017	2018	Change 2018/2017
	Percentage of employees	LGLP	%	10	12	12	
	Percentage of annual revenue	LGLP	%	27	30	29	

**ISO 50001 (scope: direct energy invoicing and consumption, excl. contractors)**

GRI	Indicator	Scope	Unit	2016	2017	2018	Change 2018/2017
	Percentage of energy consumption	LGLP	%	15	13	13	

## EMPLOYEE COMMUTING AND TRAVEL

GRI	Indicator	Scope	Unit	2016	2017	2018	Change 2018/2017
	Total business travel (train or plane)	LGLP	km	154,803,357	150,756,586	<b>153,805,043</b>	2%
305-3	Total greenhouse gas emissions resulting from business travel	LGLP	t of CO <sub>2</sub> eq.	9,882	13,029	<b>17,696</b>	36%

## GREENHOUSE GAS (GHG) EMISSIONS

Scope: fleet owned or managed directly by the Group, excluding company cars

GRI	Indicator	Scope	Unit	2016	2017	2018	Change 2018/2017
	Total GHG emissions	LGLP	tonnes CO <sub>2</sub> -eq	1,729,769	1,850,611	<b>1,733,333</b>	-6%
305-1	<i>of which direct emissions (scope 1)</i>	LGLP	tonnes CO <sub>2</sub> -eq	390,182	388,800	<b>373,445</b>	-4%
305-2	<i>of which energy indirect GHG emissions (scope 2)</i>	LGLP	tonnes CO <sub>2</sub> -eq	66,573	56,376	<b>49,535</b>	-12%
305-3	<i>of which indirect emissions (scope 3)</i>	LGLP	tonnes CO <sub>2</sub> -eq	1,157,789	1,200,465	<b>1,207,522</b>	1%
305-3	<i>of which extrapolated emissions (scope 3)</i>	LGLP	tonnes CO <sub>2</sub> -eq	115,225	204,970	<b>102,831</b>	-50%
305-3	Total offset GHG emissions	LGLP	million tonnes CO <sub>2</sub> -eq	1.487	1,460	<b>1,570</b>	

## ENVIRONMENT

## Circular economy

GRI	Indicator	Scope	Unit	2016	2017	2018
301-1	Companies who receive Recy/go service	LGLP	Number of sites	5,500	7,100	10,000
301-1	Recycling business annual revenue <sup>(1)</sup>	LGLP	Millions of euros	8	17.7	19
301-1	Recycled waste electrical and electronic equipment	La Poste	%	89	96	<b>94</b>

(1) recycling and reuse business unit

## Paper consumption

GRI	Indicator	Scope	Unit	2016	2017	2018
301-1	Total consumption of office paper	LGLP	metric tonnes	21,656	20,896	
301-1	Sustainable paper	LGLP	metric tonnes	19,543	18,192	
301-1	Weight of environmentally-responsible paper	LGLP	% of total	90.2	87	
301-1	Paper from sustainable forests	LGLP	% of total	61.6	59.1	
301-1	Recycled paper	LGLP	% of total	6.2	5.4	
301-1	Non-sustainable paper	LGLP	% of total	9.8	12.9	
301-1	Ecocertified paper	LGLP	% of total	22.4	22.6	

GRI	Indicator	Scope	Unit	2016	2017	2018
301-1	Energy consumption: total	La Poste	GWh	2,456	2,580	2,501
302-1	Energy consumption: total	La Poste	% of Group consumption	36	36	35
302-1	Energy consumption: buildings	La Poste	GWh	984	954	1,004
302-1	Energy consumption: transport	La Poste	GWh	1,069	1,526	1,497
302-1	Energy consumption: total	LGLP	GWh	6,801	6,958	7,054
302-1	Energy consumption: scope 1	La Poste	GWh	1,032	1,073	1,039
302-2	Energy consumption: scope 2	La Poste	GWh	534	503	563
302-1	% buildings supplied with renewable electricity	Poste Immo	% 31/12	100	100	100
302-2	Energy consumption: scope 3	La Poste	GWh	903	904	900
	Pickup points	Europe including	Number	29,000	3,200	40,000
	Pick-up and drop-off points	France		8,000	7,900	9,500

### Environment

GRI	Indicator	Scope	Unit	2016	2017	2018
302-4	Owned building stock	LGLP	% of space	40	38	37
302-4	Building stock	LGLP	Number of buildings	12,363	12,219	11,983
302-4		LGLP	Surface areas in millions of sq. m	10	10	11
302-4		Managed by Poste Immo	Number of buildings	11,023	10,629	10,326
302-4		Managed by Poste Immo	Surface areas in millions of sq. m	6	6	6.2
302-4	Buildings with green leases	Poste Immo owned sites	Number	39	100	95
302-4	Green leases	Poste Immo owned sites	Number	205	195	198
303-5	Water consumption	LGLP	in w.dam	1,758	1,792	1,888
	GHG emissions: total	La Poste	t of CO <sub>2</sub> eq.	612,932	614,586	591,794
	GHG emissions: total	LGLP	t of CO <sub>2</sub> eq.	1,729,769	1,850,611	1,733,333
305-1	GHG emissions: scope 1	La Poste	t of CO <sub>2</sub> eq.	251,079	246,708	231,669
305-1	GHG emissions: scope 1	LGLP	t of CO <sub>2</sub> eq.	390,183	388,800	373,445
305-2	GHG emissions: scope 2	La Poste	t of CO <sub>2</sub> eq.	15,304	6,767	7,716
305-2	GHG emissions: scope 2	LGLP	t of CO <sub>2</sub> eq.	66,573	56,376	49,535
305-3	GHG emissions: scope 3	La Poste	t of CO <sub>2</sub> eq.	346,549	361,110	352,373
305-3	GHG emissions: scope 3	LGLP	t of CO <sub>2</sub> eq.	1,273,013	1,405,435	1,310,353
	GHG emissions: buildings	LGLP	t of CO <sub>2</sub> eq.	188,381	180,326	162,488
			% of total	11	10	9

GRI	Indicator	Scope	Unit	2016	2017	2018
302-5	GHG emissions: not allocated	LGLP	t of CO <sub>2</sub> eq.	115,225	204,970	102,831
			% of total	7	11	6
	GHG emissions: transport	LGLP	t of CO <sub>2</sub> eq.		1,465,315	1,468,147
			% of total	82	79	85
305-1 305-3	GHG emissions: road	LGLP	% of total	70	67	70.7
302-5	GHG emissions: air	LGLP	% of total	12	13	13.7
302-5	GHG emissions: natural gas		% of total	5.9	5.6	5.5
302-4	GHG emissions: electricity	LGLP	% of total	3.6	2.8	2.6
302-4	GHG emissions: urban heating	LGLP	% of total	0.3	0.3	0.3
302-3	GHG emissions: fuel	LGLP	% of total	1	0.9	0.8
302-5	GHG emissions: railroad and maritime	LGLP	% of total	0.2	0.1	0.4
302-5	Emissions from business travel by train or plane	LGLP	t of CO <sub>2</sub> eq.	9,836	13,029	17 696
305-7	Carbon monoxide emissions	La Poste	metric tonnes	4,163	1,716	807
	LCV with IC engines (own fleet for service)	LGLP	Number	56,331	50,700	50,093
	Trucks	LGLP	Number	1,163	4,589	
	Electric bikes	LGLP	Number	24,604	22,962	22,536
	Electric three-wheel vehicles (Staby)	LGLP	Number	3,094	5,225	6,311
	Electrical quadricycles	LGLP	Number	1,501	1,200	1,294
	Light electric vehicles	LGLP	Number	6,842	7,197	7,387
	Electric trolleys	LGLP	Number	865	950	900

GRI	Indicator	Scope	Unit	2016	2017	2018
305-5	Average vehicle fleet GHG emissions rate	Fleet managed by Véhiposte	g of CO <sub>2</sub> eq./100 km	102	99	93
			Employees trained in ecodriving since 2007	LGLP	Number	91,702
	Company mobility plans	LGLP	Number	60	50	50
305-5	Parcel bulk deliveries	La Poste	%	82	78	85.6
305-5	AFAQ 26000: sites/employees	LGLP	Number	35/100,000		
305	Major French metropolitan areas using low emissions systems	LGLP	Number	7	12	15
305	Photovoltaic facilities	LGLP	Number (Poste Immo building stock)	45	46	46
305	Photovoltaic panels	LGLP	sq.m (Poste Immo building stock)	44,000	48,700	48,700
305	Annual output generated by photovoltaic facilities	LGLP	GWh	5	6	6

# 6

## SOCIAL AND EMPLOYMENT POLICY

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## LE GROUPE LA POSTE **FACILITATES**



### **SOCIAL AND EMPLOYMENT**

Le Groupe La Poste opted for a strong social model based on quality jobs, equal opportunity and support for career paths. Our commitment starts with our most valuable resource, our people.

#### **LA POSTE EMPLOYEES ARE THE FIRST TO BENEFIT FROM CHANGE**

In our drive to make our employees agents in and beneficiaries of the transformation of the company, La Poste is introducing a new model for professional skills development and paths to promotion for all postal employees.

As a company that values learning, we have a laser focus on career development and mobility so that we can all grow together. La Poste is a dynamic and rapidly changing company. We offer a diverse range of job opportunities to our staff and are one of France's leading employers. We want all our employees to be fulfilled in their job, since work satisfaction is not only important for cohesion and engagement, but also for efficiency and performance as a whole.

#### **AN HR POLICY PROMOTING EQUALITY IN THE WORKPLACE**

La Poste's activities, size and presence throughout France reflect society's diversity.

As a driver for social cohesion, we monitor that individual skills are recognised and valued without discrimination. We are consistently committed to encouraging equality and acceptance of differences. La Poste is firmly convinced that equal opportunity and equality in the workplace help to drive success. These values have long been embedded in our culture and policies and are reflected in tangible actions and collective agreements.

#### **HIGH-QUALITY SOCIAL DIALOGUE**

The La Poste working method is based on intense social dialogue, including negotiation, information and consultation, to ensure that everyone is involved in projects.

The many agreements signed are the result of fruitful social dialogue with all representative trade unions. They demonstrate a shared wish to support the Company's transformation for the benefit of all employees. Social dialogue in La Poste is based on respect between the parties, exchanging information, discussing points of view in an atmosphere of loyalty, and finding a solution through consultation or negotiation. These values, which form an intrinsic part of La Poste's history, were further strengthened in 2010 when La Poste became a public limited company, primarily through the social agreement of 2013 which strengthens negotiating rules in the territories.

# TRANSFORMATIONS



**251,219 employees,**

85.24% of them in France

6

**80% of employees trained in 2018.**

**36,500 training pathways** leading to qualification.

**160 jobs in 27 occupational pathways.**

**16,323 new hires on permanent contracts** in 2018.

**Nearly a 10% reduction in the work accident frequency rate**

improved performance for the second year.

**22,000 electric bikes** to facilitate the work of the mail carriers.

**86% full-time employment rate.**

**93% on permanent contracts,** confirming that La Poste prioritises permanent contract positions.

Leading work-study placement employer in France **with 4,900** hired on work-study contracts.

**50% of managers are women,** of La Poste's overall figure of 52.4% women.

**94% equality index,** as set out by the Act of 5 September 2018. This positive score confirms that gender equality has a long-standing value in La Poste's culture and policies.

**6.75% a rate in excess of the statutory minimum employment requirement** of people with disabilities.

**More than 14,000 employees** with a recognised disability. La Poste is the No. 1 employer of people with a disability in France.

**13 new national agreement in 2018.**

The agreements cover many different areas, including support for transformation, direct financial measures and improvements for the lives of postal workers.

**73% participation rate in employee representative elections,** La Poste leads all other public organisations in France.

**7 trade union representatives on the Board,** i.e. one third of its members.

**€1,115 average annual budget per postal employee** for employee benefits in La Poste's kind.

**5.2% low employee turnover rate,** illustrating La Poste's responsible

employment policy.



## Ambitions

La Poste's responsible employment policy is supported at the company's highest levels by its Chairman. With the conviction that success in a changing world will depend on human strengths, the Chairman is driving the vision of a learning company which is putting its employees at the heart of its transformation. In order to provide a practical response to these priorities, it has set the following objectives for 2020:

### KEY OBJECTIVES AND MILESTONES

Aspect	2020 Objectives	Progress at 31 December 2018
Workplace relationships and quality of life	Steadily reduce the number and severity of work-related accidents	Frequency rate: 25.05 Severity rate: 1.47
Human capital development	80% of La Poste employees receive training every year, and 100% over two years	80.4% of employees received training in 2018, and more than 90% in 2017-2018
	Support 10,000 career paths per year	36,500 employees followed a qualifying training path since 2015

Le Groupe La Poste is continuing to grow responsibly in a rapidly changing world. It ensures that all its employees play a role in, and benefit from the Group's transformation. The Group has opted for a strong social model, and this is a structural part of the Chairman's roadmap. There are four main aspects to the Social Pact, which is the employee-related component of the "La Poste 2020: Conquering the future" strategic plan:

- training;
- professional development;
- health and quality of life at work;
- managerial development and transformation of the HR division.

The 2018 agenda on health and quality of life at work was busy. The Group's international reach also requires additional vigilance to ensure the respect of human and fundamental rights to the highest standards. The Group is therefore focussing on its subcontractors through its responsible purchasing policy.

It was also a particularly dynamic year for social dialogue, with the signing of 13 new national agreements and amendments and the implementation of the agreement with the Global Union signed in 2017.

## 6.1 Human rights commitments

### 6.1.1 COMMITMENT

**93.6%**

**OF THE GROUP'S WORKFORCE  
IS LOCATED IN WESTERN EUROPE**

Most of the Group's operations are located in countries with democratic institutions and which have the resources necessary to enforce compliance with human rights and with the International Labour Organization's (ILO) basic principles.

La Poste and its French subsidiaries are governed by French labour law, which protects human rights in accordance with the ILO's Fundamental Conventions. The labour inspectorate is responsible for verifying compliance in France. La Poste is therefore committed to ensuring good working conditions, freedom of association and gender equality for its employees.

La Poste's social dialogue bodies and mechanisms are inherited from its former status as a nationalised company and guarantee a degree of involvement of French trade unions.

In particular, the agreement on the social dialogue principles and methods, signed in 2004 marked an important stage in the modernisation of social dialogue at La Poste. It contained two main ambitions:

- developing a coherent, decentralised social dialogue process overseen by La Poste;
- developing information, consultation and negotiation at all levels of the company.

This agreement helped to improve the practice and standard of social dialogue by fostering the development of information, consultation and negotiation and between La Poste and staff representatives.

#### The Group became a signatory to the United Nations Global Compact in 2003

By signing the Global Compact every year, the Group commits to:

- respect international human rights law;
- ensure that it is not complicit in violating human rights;
- respect freedom of association and the right to collective bargaining;
- eliminate all forms of forced or compulsory labour;
- the effective abolition of child labour;
- the elimination of discrimination in terms of hiring and occupation.

6

#### IMPLEMENTATION OF THE AGREEMENT SIGNED BY GEOPOST AND UNI GLOBAL UNION

In 2017, GeoPost – the Group business unit with the greatest international presence – signed an agreement with UNI Global Union to confirm its commitment to defend human rights and the rights of employee representatives, in accordance with the ILO conventions. GeoPost was the first major operator on the parcels delivery market to sign an agreement with an international union.

Delegates have met every six months since the agreement was signed. They have established that freedom of association is respected in all the DPD Group's European subsidiaries. The last meeting focused on the roll-out of the division's "DNA" societal commitment programme and the problem of the shortage of drivers.

### 6.1.2 HUMAN RIGHTS EXPERTISE

Le Groupe La Poste is seeking to further develop its expertise in complying with and promoting human rights. Two of the ways it does this is by sharing best practices and developing compliance tools for other companies.

La Poste continued to lead the Human Rights Working Group, which the Sustainable Development Directors Board (*Collège des directeurs du développement durable* (C3D)) put it in charge of.<sup>(1)</sup> The working group continued its presentation of actions in favour of human rights within the scope of international agreements and sharing best practices. Working with C3D's Board of Directors it has

validated the Human Rights Guide and compliance measures, which it will make available to private- and public-sector companies along with a statement of stakeholder expectations. It has also drawn up a list of the best compliance tools and practices. This directory and the Human Rights Guide were made available in open source format in late 2017.

Le Groupe La Poste also pursued its work in the human rights working group which was set up in 2016 under the Global Compact in France and continued to share best practices with the 2,000 member companies.

(1) The C3D brings together almost 100 Sustainable Development Directors of public and private companies and many experts in the field.

## 6.2 Human capital development

The Group is diversifying its business portfolio in a context of decreasing mail volumes and fewer customers visiting post offices. The agreement "A future for every employee" signed in 2015 is bolstered by new mechanisms every year to help employees manage these changes. The Group focuses on internal training and promotion. These policies are sustained by constant developments in the managers' role in the human resources sector

### 6.2.1 A RESPONSIBLE RECRUITMENT AND EMPLOYMENT POLICY

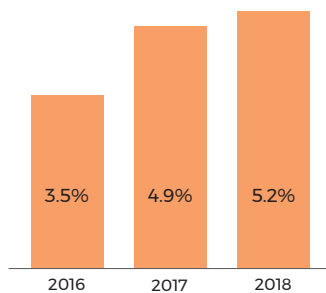
La Poste is one of the largest employers in the French job market. The Company applies a responsible employment policy in a difficult economic context and environment. Its employment and recruitment policy is based on two key objectives:

- maximise the number of employees on permanent contracts;
- favour full-time work or voluntary part-time work.

#### Favour permanent employment contracts (CDI)

La Poste's responsible employment policy may be credited with the employment of 92.8% of the workforce under permanent contracts in 2018 and a turnover rate of only 5.2% (vs. 4.9% in 2017). La Poste has ensured that it will be able to offer all of its employees a sustainable career and will not impose a collective redundancy scheme.

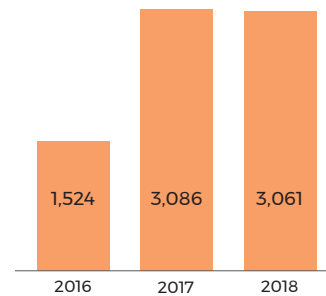
#### EMPLOYEE TURNOVER RATE



Applications from those who have worked for La Poste are prioritised when hiring under permanent contracts for the same position. In 2018, 3,061 employees who had previously been employed on temporary contracts were transferred to permanent contracts, versus 3,086 in 2017.

The total number of employees hired under permanent contracts in 2018 totalled 16,323 in 2018 (14,658 in 2017).

#### NUMBER OF NEW HIRES UNDER PERMANENT CONTRACTS OF FORMER EMPLOYEES ON TEMPORARY CONTRACTS



#### Favour full-time work or voluntary part-time work

Le Groupe La Poste supports full-time employment whenever possible. The full-time employment rate was 88% in 2018 and has remained above 86% over the past few years (88% in 2018).

La Poste is committed to a more flexible work organisation for a better work-life balance. In particular it favours voluntary part-time working through different arrangements. For instance any employee can ask their supervisor to reduce their work hours for personal reasons.

La Poste has also implemented several initiatives: alternative part-time work measures specifically for older employees, to address age-related difficulties.

In France, which accounts for 86.4% of the Group's employees, day-shift and night-shift employees work an average of 35 hours and 32 hours a week respectively in accordance with regulations. La Banque Postale and Mediapost employees do not work night shifts.

## KEY EMPLOYMENT INDICATORS AND STATISTICS

Indicators	Le Groupe La Poste*	
	2017	2018
Percentage of part-time employees in the headcount as at 31/12 (individuals, excluding temporary contract employees)	12.42%	11.96%
Percentage of employees working night shift in the workforce as at 31/12 (individuals, excluding temporary contract employees)	2.70%	2.47%
Days of absence due to illness (number of calendar days)	5,485,496	5,371,912
Number of paid overtime hours	3,398,932	3,642,525

\* Includes the La Poste parent company and the Group's subsidiaries in France, excluding subsidiaries located abroad.

### An active work-study programme

La Poste, which is the leading recruiter of work-study students in France<sup>(1)</sup>, has for many years, had a policy of training and employing young people through work-study contracts. These apprenticeship and vocational training contracts enable them to obtain diplomas or professional qualifications, from the Professional Ability Certificate (*Certificat d'Aptitude Professionnel*, CAP) up to Masters' degrees). La Poste therefore gives young people an opportunity to obtain a qualification and initial work experience to increase their employability.

La Poste has committed to hiring 12,000 young people under part-time education contracts over the 2016-2018 period as part of the collective majority agreement signed on 3 October 2016 on integrating young people and older people into employment. The Group had surpassed its targets under the previous 2013-2015 agreement, with a total of 13,788 new hires.

In 2018, 4,902 young people were hired under apprenticeship or vocational training contracts (compared to 12,769 over the period 2016-2017).

Since 2016, La Poste has been a partner of the Apprenticeship Innovation Foundation (FIPA). The objective is to work with other companies to develop new and innovative forms of part-time education arrangements, focusing on four key areas:

- apprenticeships and vocational training contracts;
- apprenticeships the long-term unemployed;
- career orientation mechanisms;
- continuing part-time professional education courses for employees transitioning into new positions.

6

## 6.2.2 SUPPORTING THE GROUP'S SOCIAL TRANSFORMATION

The Social Pact, which is part of the Group's "La Poste 2020: Conquering the future" strategic plan. Based on intense social dialogue. Consultation and supporting each La Poste employee through the transformation of the Group and its business lines is based on the systems deployed by head office and within regions in response to need.

Information on human resource management is available over the netRH Intranet channel.

### A project shared with the trade unions

La Poste's transformation process is underpinned by intense social dialogue with all representative trade unions. The 59 national agreements signed since 2012 are therefore the result of constructive social dialogue. They demonstrate a shared wish to support the Company's transformation for the benefit of all employees. This goal of facilitating social dialogue exists at all levels of the organisation.

### 6.2.2.1 Consultation and whistle blowing procedure

La Poste's change-management methodology, which was deployed in 2013, is implemented for all major projects that impact the structure and functioning of departments. It is the subject of 1,000 local annual agreements. At each stage of a project, the methodology guarantees:

- that the meaning of the projects and social dialogue is properly shared;
- that employees are kept informed of their advancement;
- that employees can express their concerns: about their job, working conditions and work/life balance.

### The whistle blowing procedure

La Poste has had a social whistle-blowing procedure since 2013 to ensure these principles are followed. It enables unions to inform the local manager, and if necessary the Group's HR Director. Whistle-blowing can relate to any breaches established by the trade unions of:

- social dialogue commitments;
- change management;
- compliance with signed agreements.

(1) According to a survey by Figaro Economie - Cadremploi of 407 French companies published in February 2018.

### 6.2.2.2 Supporting the HR role of managers

Special mandatory training on the role of line managers within the HR system was set up for new managers in 2013, to enable them to:

- understand the role they play in providing support and guidance to staff, particularly in the area of career development;
- support their teams in driving change;
- understand how to develop an environment that is conducive to the quality of life at work for individuals and work groups.

This two-day training course is mandatory and must be attended before or as soon as the person assumes this managerial position. In 2018, 591 new La Poste managers received training in their HR role. Additionally, La Poste now appoints a mentor for each new manager. The mentor supports them in their first months in their new position.

### 6.2.2.3 Local HR management

A local HR relations and management network has been deployed throughout France and in each La Poste business unit.

The local HR management is focused on directing social dialogue and change management with local operational managers. This basically means making general HR representatives available to staff members. They provide initial advice in all work-related areas, while ensuring confidentiality and freedom of expression.

## 6.2.3 CAREER DEVELOPMENT TRAINING

The Social Pact, which is part of the Group's strategic plan, places professional development and training at the very heart of human resources management policies. Access to training has therefore improved considerably since 2013, confirming that La Poste is a "learning company". It supports each employee in their career development, ensuring that they play an active role.

### 6.2.3.1 Training challenges

Training is key to professional development and now more than ever it is perceived as an investment in the future. Training is intended to fulfil two main purposes:

- anticipate and meet the Group's need to develop new skills while meeting the professional and career development needs of employees;
- increase the visibility and accessibility of a unified training offer for all employees, particularly based on a cross-entity training offer.

## KEY TRAINING STATISTICS AND INDICATORS

### Le Groupe La Poste scope

	2016	2017	2018
Total number of training hours <sup>(1)</sup>	5,432,711	4,808,464	<b>4,904,426</b>
Proportion of employees who took at least one training course during the year <sup>(2)</sup>	76%	84%	<b>80.4%</b>
Training expenditures as a percentage of payroll	4.02%	3.84%	<b>4.19%<sup>(3)</sup></b>

- (1) Total number of internal and external training hours taken by all employees (total headcount present during the year, including work-study students). This number does not include training provided within the framework of an individual employee training account, training sabbatical leave, the accreditation of work experience or skills audits. Training hours are counted in the year in which the training is completed.
- (2) Relative to the average workforce, excluding employees absent for more than six months.
- (3) Rise stems from the increase in the training time for each postal employee and the creation of the Development Institute targeting support functions, primarily managers and senior managers.

### 6.2.3.2 Training Access Rates

The training access rate was high for the sixth consecutive year. Over 80% of employees attended at least one training course, and over 90% of employees were trained over two years.

The goal under the "A Future for Every Employee" agreement signed in February 2015 is for 80% of employees to be trained annually and 100% over each two-year period.

Moreover, the agreement specifies an average of 100 hours of training per employee over five years.

50,000 qualifying training paths are also deployed within this framework.

This dynamic and ambitious policy should enable all employees to develop the skills they need to do their job and achieve their career goals, while contributing to the Group's transformation.

- a programme of **50,000 qualifying courses with in-house certification** between 2015 and 2020. It aims to develop key employee skills and help employees achieve their career goals. Almost 36,500 courses had been attended at the end of 2018 (vs 28,000 at the end of 2017);
- an **individual training** programme. A self-service training programme for all the Group's employees was launched in 2017. The offers available enable employees to develop new skills at their own pace. They concern digital skills, office applications, collaborative tools and business culture;
- a Group-wide offer **to develop managerial skills**. It is led by the Group's Institute of Management (IM). This offer includes classroom, online and self-service management training courses, a cycle of 20 lectures and a management course for new managers. Registration to these programmes is open to all Group managers via a dedicated portal. The six regional sites also enable employees all over France to access training. By the end of 2018, 9,797 managers had taken part in a programme run by the Institute of Management (compared to 10,430 in 2017).

### 6.2.3.3 Training programmes

Major training programs continued to be rolled out in 2018:

- the **Institute of Development (ID)** was set up in 2018 to train 19,000 employees in the support sectors. The employees in these sectors now have access to common training pathways via the Institute's portal. The courses include project management, the control of risks, accounting or assisting customers. The training courses are short programmes which are followed online, in the classroom or by attending lectures. The ID trained 13,506 employees in 2018;

### 6.2.3.4 The "Together Towards a World of Services" Agreement

The "Together towards a World of Services" Agreement of 14 June includes measures for supporting training and financially assisting employees in the Services-Mail-Parcels business unit as part of the territorial registration.

## 6.2.4 SUPPORT FOR CAREER DEVELOPMENT AND PROMOTION

### 6.2.4.1 Career development

La Poste advocates professional development which is respectful of individuals and promotes diversity in career paths. To encourage this culture it holds annual Professional Development Seasons (*Saisons de l'évolution professionnelle*) event in each entity.

The purpose of career development is to:

- to fulfil employees' professional development goals, whatever these may be (internal, geographic or functional mobility, transfer out to the public sector or the social and solidarity-based economy, setting up a business);
- to win the loyalty of La Poste employees by offering them more professional development opportunities;

- support the Company's modernisation by facilitating the transfer of skills where and when required;
- to strengthen the implementation of skills-based human resources management.

#### An annual interview for each employee

Each employee has an annual interview with his or her direct manager as part of their career development. This is a chance for them to discuss the development of their skills and career path. La Poste is therefore going beyond its legal obligations which require a professional interview every two years.

### 6.2.4.2 Support for internal mobility

La Poste is developing career advancement opportunities within the Group. To that end, it has implemented several initiatives:

- since its creation in 2015, the Jobs, Skills and Qualifications observatory has provided common guidelines for the Group's 160 business lines and 27 vocational pathways. It thus enables career paths to be planned;
- La Poste encourages employees to be actively involved in their career development by creating the right conditions for individual initiative:
  - internal mobility rules,
  - a Jobs Board which is accessible to all on the Intranet or Internet,
  - careers advisers in all the Company's business units,
  - a dedicated career development website.

Activity on the Jobs Board has increased significantly in recent years. The number of job offers tripled between 2014 (5,700 offers) and 2017 (16,082). It increased again in 2018.

The 12 Group Mobility Spaces (*Espaces mobilités et recrutement Groupe* – EMRG) help the career development of employees throughout France. They have coordinated the network of 270 professional advisers across all La Poste's departments since 2015:

- La Poste is continuing to develop cross-entity career paths between business units and professional fields, which enabled 11% of the French workforce to advance their careers within the Group in 2018<sup>(1)</sup>;
- building the postal service of tomorrow with today's employees also involves entering into partnerships, such as the one agreed with Simplon, a company in the social and solidarity-based economy specialising in digital transformation, providing training and development for employees to help them master La Poste's IT services.

### 6.2.4.3 Facilitating external mobility

La Poste helps employees who wish to leave the Group in three ways:

#### By finding a new job in civil service

La Poste is deploying a legal process for the secondment and reinstatement of staff, following employees' requests for mobility to one of the three public service functions (French State, local government and hospitals). La Poste helped 225 employees transfer into jobs in the public sector in 2018 (+17.8% compared to 2017).

#### Setting up a business

La Poste has an active policy of supporting its employees' entrepreneurship projects through specific measures: a toll-free information number, support from specialist advisers, access to training and flexible working hours, financial assistance, post-set-up monitoring and a right to return to work. In 2018, 182 employees successfully set up or took over a business in 2018 (+38,9% compared to 2017).

#### Mobility towards the social and solidarity-based economy

La Poste also helps employees find jobs in the social and solidarity-based economy (SSE) which is growing in France and offers a wide range of jobs. Several types of projects have been made possible by the Dynamic Alliance partnership: transfer to SSE, setting up a structure or end of career involvement in a charitable cause. In 2018, 119 employees succeeded in such projects (+1.7% compared to 2017).

### 6.2.4.4 Promotion policy

True to its human resources management approach focussed on skills development, La Poste has three channels for promotion:

- recognition of professional skills;
- recognition of professional potential;
- recognition of work experience.

In 2018, 15,541 employees were promoted, with an overall promotion rate of 8.05%.

(1) Functional and/or geographic transfers, either from one business unit to another or within a business unit, or from the parent company to a subsidiary. Does not include transfers from subsidiaries to the parent company.

## 6.2.5 DIVERSITY AND EQUAL OPPORTUNITIES

La Poste's activities, size and presence throughout France reflect society's diversity. As a driver for social cohesion, the Company ensures that individual skills are recognised and valued without discrimination, and it has set up making actions to encourage equality and acceptance of differences. This policy is established at the highest company level. It has been rolled out in the regional structures via a network of diversity officers, to ensure that all employees are aware of it.

### The fight against workplace discrimination

As a signatory of the **Charter for Diversity** since 2006, La Poste has a Code of Ethics and internal company rules which detail its commitment to combating discrimination, based on 23 criteria<sup>(1)</sup>.

In December 2018, La Poste signed the **LGBT+ Charter of L'Autre Cercle**, an association that promotes measures to combat discrimination on the basis of sexual orientation and gender identity. In signing the LGBT+ charter, La Poste is making a commitment to upholding the rights of homosexual, transsexual and transgender people in the workplace and preventing discrimination against them.

Furthermore, La Poste works every year to raise awareness among its employees of diversity through national and local communication campaigns. The new 2018 augmented reality awareness-raising campaign promoted respect for diversity and equal opportunities at work, focusing gender diversity, chronic illnesses and sexual orientation. La Poste therefore promotes an inclusive working environment, underlining its commitment to human diversity.

### Combating discrimination during recruitment

The Group introduced a **Recruitment Charter** in 2010 which includes commitments to:

- equal opportunities;
- consideration of all applications;
- objectivity and respect in the recruitment process.

The Group uses several methods to promote diversity in its recruitment process: recruiting from deprived urban areas, vocational training contracts, apprenticeship contracts, and simulation-based recruitment.

### 6.2.5.1 Employing disabled and incapacitated workers

La Poste actively employs and encourages the career development of people who suffer from a disability or an incapacity. La Poste is the no. 1 employer in France of people with a disability.

In May 2015, it signed its sixth agreement to promote the employment of disabled people, which covers the three-year period from 2015 to 2017. This policy is implemented by a national network of disability officers.

The Group also participates in several events to raise employee awareness of disability and discrimination in the workplace. One example is Disabled Employment Week.

#### Adapting workstations

Adapting workstations enables disabled people to be kept in work. Commissions have been set up throughout the Company to assist with returns to work and to help keep people with disabilities in work. They facilitate joint action by all stakeholders to find solutions to each individual situation.

Lastly, digital accessibility for communication methods and applications has been improved.

#### New hires

In 2018, La Poste again exceeded the 6.75% statutory rate for disabled employees (BOE). The rate was 6.42% in 2017. The Company currently has more than 14,000 employees with recognised disabilities.

With 678 new hires in 2015-2018 under permanent contracts, part-time education and temporary contracts of six months or more, it went beyond its commitment to hire 467 disabled people over that period.

#### Special working conditions

Specific measures have been implemented to ensure that employees with disabilities have a good work/life balance. The adjusted part-time hours system offers more favourable conditions in terms of age requirements and time off to older BOE employees. Additional days of absence to take care of administrative or other requirements specifically related to their disability have also been granted.

(1) In accordance with French, European and international law, these 23 criteria, which are indicated in La Poste's Guidelines on discrimination risk, are gender, origin, pregnancy, family situation, physical appearance, name, place of residence, state of health, disability, genetic characteristics, lifestyle, sexual orientation, gender identity, age, political opinions, union or mutualist activities, being or assumed to be a member or not a member of a given ethnic group, nation, country or supposed race, religious conviction, loss of autonomy, known or assumed lack of financial resources, ability to express oneself in a language other than French.

### Support for companies in the disabled and sheltered sector

La Poste supports companies that specifically employ people with disabilities, from which it made €12,9 million in purchases in 2018. Its commitment of purchasing more than €47 million excluding taxes of services rendered in four years has nearly been achieved, with over €46.4 million in purchases.

## 6.2.5.2 Gender equality

### The Gender Equality Agreement

La Poste signed a third agreement on workplace equality in July 2015. It sets out new commitments for the period 2015-2017. This agreement was extended for one year in an addendum signed in June 2018. It aims to:

- promote gender-balanced recruitment and employment;
- ensure that men and women have the same professional development opportunities;
- ensure equal levels of pay and career development;
- ensure equal access to training;
- Improve the work/life balance;
- make special provisions for parents and those affected by violence in the home and in the workplace;
- raise awareness and communicate with employees around these issues.

Additionally, La Poste is also a signatory of:

- the United Nations Global Compact and the CEO commitment for gender equality across the world;
- the Parenthood Charter;
- a framework agreement to increase female participation in governance bodies, which was signed in April 2013 with 16 other large groups and the Minister for Women's Rights.

### The percentage of women in managerial positions

Thanks to La Poste's active policy on gender equality, in 2018, 52,4% of its workforce, 50,1% of its managers and 32,1% of its senior executives were women.

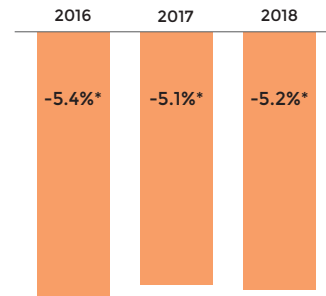
### Equal pay

The wage gap indicator is closely monitored. La Poste strives to ensure that women and men receive equal pay for the same work or for work of equal value.

Thanks to the measures in favour of gender equality, the wage gap at La Poste was very low in 2018. The gap is 2.9% in disfavour of female civil servant employees and 0.2% in disfavour of private law female employees.

In addition, all female postal workers returning from maternity leave (352) received a pay increase.

### THE GENDER PAY GAP



\* Includes the parent company La Poste and the Group's subsidiaries in France only.

### Helping parents

As a signatory of the Parenthood Charter, La Poste has made a major commitment to reconciling parenthood with work obligations. Parenthood measures come into effect as soon as pregnancy is reported and apply to both fathers and mothers.

The agreement of 3 July 2015 to promote gender equality in the workplace provides for financial assistance to single-parent families and preferential access to training. The specific requirements of parents with disabled children are also addressed with special aid and worktime flexibility measures.

Financial aid is also available to cover the cost of childcare for children under age six and the additional cost of childcare outside of normal working hours. La Poste also offers an external tutoring service for the children of postal workers.

## 6.2.5.3 Managing an ageing and intergenerational workforce

La Poste has set up an age-management action plan to further the hiring, skills development and employability of younger and older people.

In 2018, 9.59% of new recruits on permanent contracts were at least 45 years old, in accordance with the agreement on "Employing young people and seniors" signed in October 2016. This agreement involves paying particular attention to intergenerational communication. It aims to constantly improve the incorporation of young people into the Company, recruit older employees and keep them in work and transfer knowledge and skills. 4,787 young people aged under 29 were recruited on permanent contracts in 2018, accounting for almost 56% of total hires.

## 6.2.5.4 Commitment to disadvantaged areas

As it operates throughout France, in 2008 La Poste signed the national commitment to youth employment in disadvantaged areas. It has made a commitment to include young people from disadvantaged areas in the workplace, via a dynamic recruitment policy and a range of partnerships:

- with the “Our Locals Have Talent” (*Nos quartiers ont du talent* – NQT) association for the workplace inclusion of young graduates from urban priority locals and underprivileged social backgrounds. This cooperation involves Company volunteers mentoring young people to help them into employment and meetings between young graduates and company managers;

- with Second Chance Schools (*Écoles de la deuxième chance* – E2C) to integrate young people between the ages of 18 and 25 who left school without a diploma. Employees have the opportunity to be a mentor and support these young people in mastering basic knowledge and then preparing them for work through short-term internships within the Company.

## 6.2.6 GENERAL COMPENSATION POLICY

Le Groupe La Poste’s compensation policy for civil-servant employees is governed by:

- the rules that apply to civil servants;
- while the compensation of private-sector employees is governed by the collective bargaining agreement and annual pay negotiations.

This pay policy ensures that all of the Group’s employees are paid a salary with regular pay increases. It notably includes annual negotiated pay increases and a seniority-based increase that recognises the employee’s increasing experience and skill in a given position.

2019 was characterised by the signing of a new pay agreement. This illustrates the continuation of a positive and balanced development dynamic for compensation, while supporting changes within the Company.

The compensation policy also includes a diverse range of measures that are described on page 260 onwards of the registration document:

- **incentive pay**, which rewards hard work and aligns individual and team efforts with the Company’s objectives and success. These incentives amounted to €101.1 million for the 2018 fiscal year;

- **the group savings plan (PEG) and the collective retirement savings plan (PERCO)** to which La Poste contributes. As at 31 December 2018.

- On 31 December 2017, XXX people held units in Le Groupe La Poste’s employee savings plans. This is 56.8% more than the previous year.

- **pension plans:** La Poste employees with civil-servant status are covered by the French civil service pension regime while all other employees are covered by the general pension regime that applies to the private sector;

- **a mandatory supplementary group health and personal risk insurance plan** was set up in 2007.

- **employee profit-sharing:** subsidiaries are required to operate profit-sharing programmes. The parent company has no mechanism and this remains subject to the issuance of a decree.

### KEY COMPENSATION DATA

Key indicators	Le Groupe La Poste <sup>(c)</sup>		
	2016	2017	2018
Gross average annual compensation <sup>(a)</sup>	€30,395	€30,877	€31,464
Change Y/Y-1	+1.5%	+1.6%	+1.9%
Annual employee incentive pay based on annual earnings	€101.1 million	€119.8 million	€101.1 M€
Number of employees with a group savings plan (PEG) and/or a collective retirement savings plan (PERCO) <sup>(b)</sup>	123,887	135,737	150,349
Net contribution paid by the Company	€27.1 million	€29.7 million	28,5 M€
Percentage of socially responsible investments in PEG and PERCO assets	48.32%	44.68%	46,21%

(a) The indicator is calculated based on the gross fixed compensation paid. The average compensation includes monthly components but not variable bonuses. The number of employees is the average annual number of full-time equivalents.

(b) La Poste and some subsidiaries such as Mediapost are members of the group savings plan (PEG) and of the Group’s collective retirement savings plan (PERCO). La Banque Postale has its own employee savings schemes (PEG and PERCO).

(c) Includes the La Poste parent company and the Group’s subsidiaries in France, but excludes overseas subsidiaries.

## 6.3 Health and safety – Quality of life at work

La Poste has a proactive policy on life at work, which includes employee health, safety and quality of life at work (QVT). This policy is a major part of the “La Poste 2020: Conquering the Future” strategic plan. It involves the Company’s entire organisation and management. This commitment to quality of life at work has been strengthened by the signing of two agreements:

- the “Quality of Life at Work” (*Qualité de vie au travail* – QVT) agreement signed in 2013;
- and the “A future for every employee” agreement, in 2015.

The latter applies to all La Poste personnel for a period of five years.

QVT is an ongoing requirement in each project and in each method of organisation, in order to guarantee:

- quality of work (structure, content, meaning and working conditions);
- quality of work relationships within the workforce and management;
- quality of individual support;
- health and safety at work.

### 6.3.1 AN ACTIVE AND CONCERTED POLICY

Prevention action plans cover the technical, people-centred human and organisational aspects of quality of life at work.

#### The “Feeling good at work” programme

The programme seeks to promote the health of employees overall:

- prevention policies;
- increased support for employees faced with aggressive or rude behaviour;
- encouraging all team members to express their views;
- adapting career paths to the abilities of each employee;
- individual monitoring for employees who are or have been absent.

The priority actions in 2018 for this programme concerned:

- the prevention of accidents and unfitness for work;
- Actions to accompany employees who have been absent from work for long periods;
- the induction of new employees;
- the upgrading of work premises.

Improvement of premises ensures that all employees have a suitable working environment, good quality of life at work and appropriate facilities in communal areas.

In 2018, this programme was extended to service areas and public areas in post offices, with 1,400 renovation operations completed.

#### Agreement to support the transformation of jobs

There are many concrete measures in the agreement of February 2017 to improve working conditions for postal workers and their supervisors and for accompanying the transformation of delivery jobs:

- a more balanced workload;
- improvements to equipment and premises;
- redesigned work schedules;
- managerial support for ensuring health and quality of life at work.

This agreement supplements major agreements on banking business and jobs that have already been agreed for La Poste Network account managers (in March 2016), on jobs and career paths for bank advisers (in March 2016), and on banking jobs at financial centres (in December 2017).

#### The Right to Disconnect

In 2017, La Poste completed the deployment of its right-to-disconnect measures, in accordance with the July 2015 agreement on gender equality. While taking into account the fact that La Poste operates 24/24, these measures allow all employees to disconnect from work for a specified time and promotes new e-mail practices. Employees are asked not to send emails outside working hours. Communication initiatives involving managers and all the employees concerned have been put in place.

## 6.3.2 AN ADVANCEMENT POLICY

New agreements and action plans were implemented in 2018.

### Improve how rudeness and uncivil behaviour is managed

The national Network agreement of 20 June on **social priority offices** details measures for employees in sensitive areas. These respond to employee's increasing concerns over aggressive or rude behaviour.

**The POLI** plan brings in actions to reduce rude and aggressive behaviour against employees in post offices in sensitive areas:

- group training and prevention actions for managing rude and aggressive behaviour;
- the creation of customer service manager positions;
- support for employees who have been victims of rude or aggressive behaviour including the Company filing complaints.

### Promote teleworking

La Poste encourages teleworking, the subject of an agreement in 2013. Signed in July 2018 the new teleworking agreement makes access to teleworking easier and specifies how it applies. The priority aim of this agreement is to simplify and relax procedures and processes for regular and occasional teleworking. As such managers and candidates are supported by a contact in the HR department. The growth in teleworking responds to a need for a better work/life balance, a reduction in fatigue and stress, and for energy transition by reducing the number of journeys. Over 2,200 employees were benefiting from teleworking at the end of 2018, i.e. an 18% increase compared to the end of 2017, which is evidence of its success.

### Helping family caregivers

In 2016, La Poste set up a support package for employees who are family caregivers. This includes a hotline they can call for information and personalised advice, and to access the support they are entitled to.

71.1% of holders of the Family Caregiver Certificate are women.

In 2018, the social partners signed a support agreement for carers, which extended the grants and flexible work arrangements initiated in 2017 (details on page 158).

### Helping people suffering from cancer to stay in or return to work

Le Groupe La Poste signed the National Cancer Institute's Cancer and Work Charter on 18 May 2018. This Charter has eleven commitments to promote health and improve the support for employees suffering from cancer.

The Charter is part of the "Feel Good at Work" programme. It has four themes:

- supporting employees returning to work;
- training and informing the organisation's stakeholders;
- promoting healthcare;
- assessment and sharing.

6

## 6.3.3 INITIATIVES TO PREVENT OCCUPATIONAL RISK AND ACCIDENTS AT WORK

The health of each employee is monitored as part of the overall action to prevent occupational health hazards. Awareness actions on health and safety are part of basic managerial procedures.

### 6.3.3.1 Preventing accidents at work and musculoskeletal disorders

La Poste has taken action at several levels to prevent accidents at work and musculoskeletal disorders:

- introduction of new work equipment to reduce risks: for example, gradual replacement of two-wheeled motorcycles with new

three-wheeled Stabys to reduce road risks, mandatory cycling helmets, roll-out of warehouse assistance tools in industrial platforms and other equipment adapted for post offices, etc.;

- training managers and employees in such areas as materials handling safety, ergonomic movements and postures, and how to respond to rude and aggressive behaviour: safety training programmes for health and safety staff, site managers and chairs of the Health, Safety and Working Conditions Committees;
- continued driving accrediting systems for all employees who drive as part of their job.

### 6.3.3.2 Preventing psycho-social risks and encouraging a good work/life balance

La Poste has implemented several psycho-social risk and stressful situation prevention programmes:

- joint rules in the event of an organisational change. They help to maintain high quality social dialogue and to conduct impact studies on change, leading to subsequent action plans;
- training on management fundamentals and on assessing and preventing psycho-social risks within the Company;
- a procedure for preventing and dealing with cases of moral and sexual harassment;
- a personal assistance and psychological support hotline. It is available to all staff in France, with one number for all employees to call and a dedicated number for managers and HR employees.

In 2018, 1,000 managers received training at the Institute of Management on quality of life at work and on listening to and supporting people experiencing difficult situations. After trials in 40 of La Poste's sites in 2017, the work discussion spaces continued to be deployed in the operational entities and support functions in 2018. They provide supervisors and their teams with a forum for discussing working conditions.

#### Work schedules

An agreement «on the improvement in working conditions and the development of the delivery business lines and services offered by postmen and their local supervisors» was signed in February 2017. The purpose is to better anticipate and calculate work schedule planning, particularly in the case of atypical schedules and heavy workloads.

#### Medical monitoring

La Poste has its own healthcare services that monitor the occupational health of employees. Medical coordination teams

have been reinforced. La Poste relies on its occupational healthcare services and social assistants to roll out its policies.

At the end of 2018, it had 128 occupational health doctors, 149 occupational nurses, 109 occupational healthcare assistants and 285 social assistants.

### 6.3.3.3 Accident and accident severity rate

A track and trace system for accidents has been set up. It comprises indicators and trend charts. The results are audited and studied in order to take the necessary corrective action as part of a continual improvement policy.

The Accident rate in La Poste's scope fell in 2018 by nearly 10% to 25.05 (vs 26.51 in 2017), and the severity rate fell to 1.47% (vs 1.47 in 2017).

The measures with the greatest impact on accidents were:

- road safety: authorisation schemes for employees who drive, the deployment of new work equipment to reduce risks: three wheeled vehicles and the compulsory wearing of bike helmets;
- the creation of a network of over 1,000 local HR managers;
- the upgrading of work premises;
- general rules for dealing with organisational change, favouring social dialogue;
- training in basic management skills and in the assessment and prevention of psychosocial risks in the workplace;
- a system to prevent and handle situations involving psychological and sexual harassment;
- a personal assistance and psychological support hotline.

## SUMMARY OF HEALTH AND SAFETY INDICATORS

Key indicators	Le Groupe La Poste <sup>(e)</sup>	
	2017	2018
Number of days of absence due to accidents at work or commuting accidents or occupational illness <sup>(a)</sup>	795,800	783,949
Accidents at work with time off:		
Frequency rate <sup>(b)</sup>	27.55	25.05
Severity rate <sup>(d)</sup>	1.50	1.47

(a) This indicator is based on the number of individuals employed (excluding temporary contracts). Days of absence are counted in calendar days.

(b) Number of lost-time accidents (excluding commuting accidents) per million hours worked. The number of hours worked is the average workforce multiplied by the average annual number of hours worked. New calculation method for the frequency rate (starting in 2017), which is calculated as at 31 December, with one month consolidation, and taking into account all of the contracts (excluding interns).

(d) Number of days off due to accidents at work (excluding commuting) per thousand hours worked. Lost-time days are counted in calendar days. "The number of accidents at work with time off as well as the number of days off due to accidents were taken from the HR management systems on 31 December."

(e) Includes the La Poste parent company and the Group's subsidiaries in France, but excludes overseas subsidiaries.

## 6.3.4 PREVENTION OF HEALTH/SAFETY RISKS AFFECTING SUBCONTRACTORS

La Poste is also focusing on reinforcing its vigilance by involving its suppliers and subcontractors in covering the health/safety risks for their staff. The tools used for this are:

- the management of the contractual relationship;
- the implementation of the Responsible Purchasing Charter;
- the subcontractors' audit programme;
- increased health/safety monitoring for subcontractors working in the Company's premises.

The monitoring of suppliers and subcontractors was reinforced in 2018 after a platform for suppliers to self assess their compliance with legislation and standards was set up. The self-assessment benchmark created for Groupe La Poste's supply chain includes sustainable development (ISO 26000), the environment (ISO 14001), health at work (ISO 45001), anticorruption (ISO 37001), responsible purchasing (ISO 20400).

The Group also intends to roll out an audit programme for suppliers in the delivery sector. Le Groupe La Poste has scheduled a series of annual audits from 2019 which will be performed by AFNOR.

## 6.4 High-quality social dialogue

Le Groupe La Poste is convinced that regular and high-quality dialogue with its social partners is essential to its competitiveness and success. Primarily in order to support changes to its organisations and business lines, over the past few years it has been maintaining

a particularly close dialogue with all of the unions and union representatives that represent its employees at national and local levels.

### 6.4.1 CONSISTENT REPRESENTATION FOR ALL LA POSTE EMPLOYEES

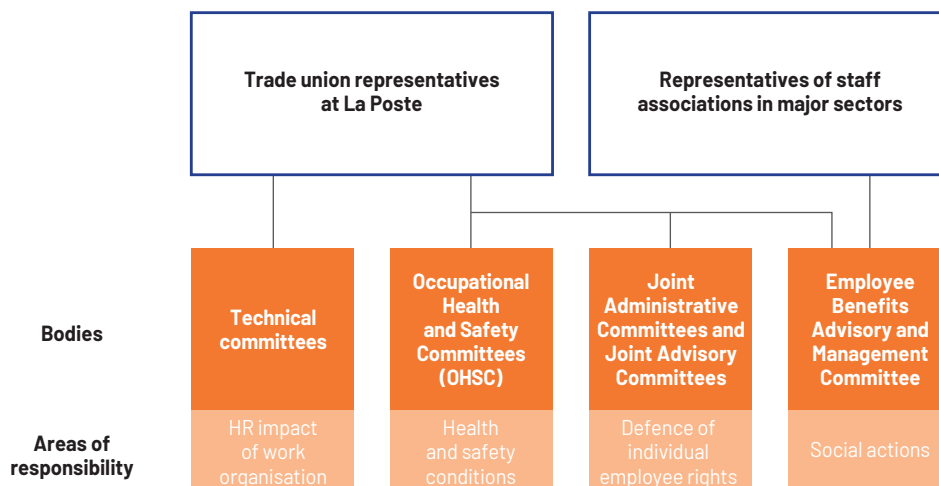
La Poste's staff representative bodies (*Institutions représentatives du personnel* - IRP) are mostly governed by public sector legislation, with the exception of the Health, Safety and Working Conditions Committees (CHSCTs), which were established on 15 November 2011 and which are largely subject to the rules set forth in the French Labour Code.

Neither La Poste's conversion from a public industrial and commercial establishment to a public limited company in 2010 nor the Orders of 22 September 2017 on the merger of representative bodies and on union delegates have changed the nature of the staff representative bodies in the Company.

Given the coexistence of different categories of staff (civil servants, contractual agents subject to public law and salaried employees subject to private law) the rules that govern employee representation and social dialogue must be applied consistently to all.

All Group employees are represented on Occupational Health and Safety Committees.

#### LA POSTE PERSONNEL REPRESENTATIVE BODIES (IRP)



In addition to the above bodies, La Poste has several committees whose role is to inform, consult with and negotiate with employee representatives:

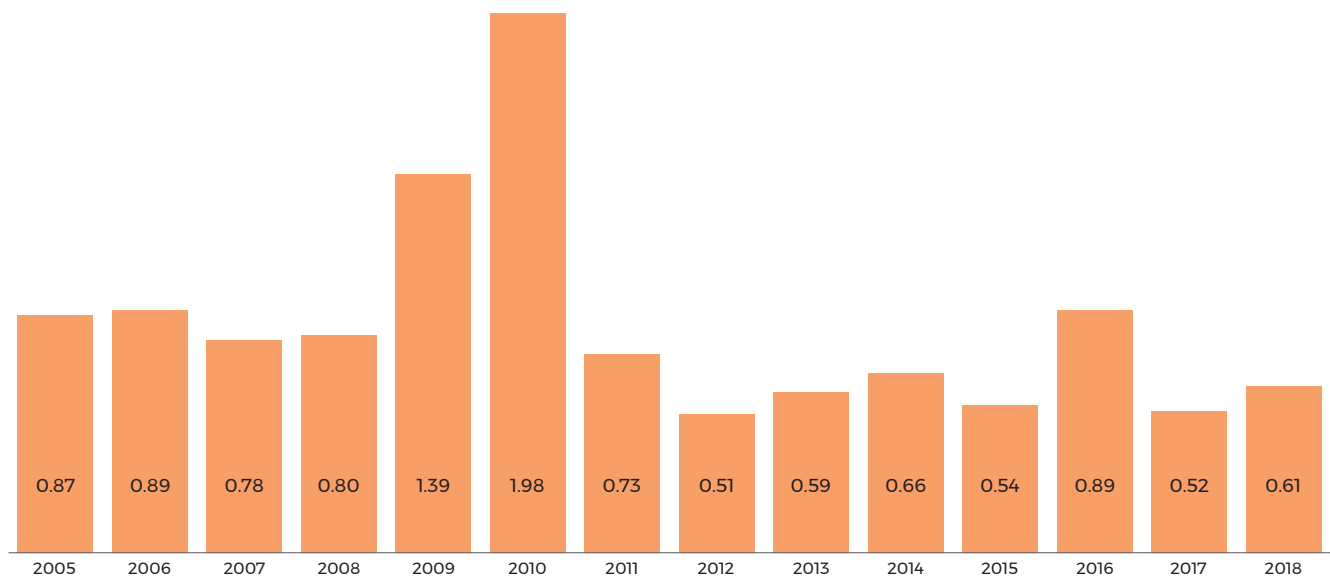
- La Poste's Social Dialogue Committees (Commissions de dialogue social de La Poste - CDSP)**, comprising trade union representatives at national or local level (decentralised business unit and operational level). It is with these committees that the Group's management shares information and initiates consultations on various projects and other matters. They are responsible for negotiating and signing collective agreements;
- The Group's Strategic Social Dialogue Committee (CDSG)**, created by the agreement of 21 June 2017. It concerns the La Poste and all the Group's subsidiaries with their registered office in France. This new body aims to provide trade unions with better information on the Group's economic, social and financial situation and strategy.

## 6.4.2 EMPLOYEE REPRESENTATIVE ELECTIONS

Employee representative elections take place every four years: the latest ones were held from 3 to 6 December 2018. The election results are described in detail on page 263 of the Le Groupe La Poste 2018 registration document.

The participation rate for the national Technical Committee representative elections in December 2018 was 73.04% (75.63% in 2014). This remarkably high rate, which places La Poste at the top of all French public organisations, shows the employees' attachment to democratic workplace representation.

### NUMBER OF STRIKE DAYS LOST PER EMPLOYEE IN LA POSTE (NATIONAL AND LOCAL STRIKES)



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## 6.4.3 NEGOTIATIONS AND AGREEMENTS

Following the signing of 12 agreements and amendments in 2017, 2018 was marked by the conclusion of 12 new agreements:

### Agreements with direct financial measures:

- the agreement on compensation measures for 2018 (signed on 19 March by CFDT and the union group CFTC-CGC-UNSA);
- La Poste incentive agreement for the period 2018-2020 (signed on 29 June by CFDT, FO and the CFTC/CGC/UNSA union group);
- the agreement on salary scales for La Poste's civil servants for 2018-2021 (signed on 3 October by CGT, CFDT, FO and the CFTC/CGC/UNSA union group);
- the agreement on parcel premiums (signed on 17 October by CFDT, FO and the CFTC/CGC/UNSA union group).

**Agreements on supporting reorganisation and/or changes to business lines:**

- the agreement on the social support system for the creation of the Village La Poste Paris (signed by CFDT, FO and the CFTC/CGC/UNSA union group on 20 April);
- the agreement on the accompanying measures and guarantees for DAST employees (signed by CFDT, FO and the CFTC/CGC/UNSA union group);
- the "Together towards a world of services" agreement (EVMS) (signed on 14 June by CFDT, FO and the CFTC/CGC/UNSA union group);
- the agreement on social priority offices (signed on 20 June by CFDT, FO and the CFTC/CGC/UNSA union group);
- the agreement on careers paths for team leaders and managers on DRIC sites (regional Industrial Mail Department) and CTC sites

(sorting offices) in Corsica and the overseas departments (signed on 8 October by CFDT and the CFTC/CGC/UNSA union group).

- the agreement on the specific measures applicable to Corporate Account Managers (RCPRO) operating in offices with societal priority (signed on 30 October by the CFDT and the FO);

**The agreements concerning measures to improve the lives of employees in specific areas:**

- the addendum to extend the Equality agreement (signed on 25 June by CGT, CFDT, FO and the CFTC/CGC/UNSA union group);
- the unanimous teleworking agreement (signed on 27 July by CGT, CFDT, SUD, FO and the CFTC/CGC/UNSA union group);
- the Agreement on family caregivers (signed on 17 September by CFDT, SUD, FO and the CFTC/CGC/UNSA union group).

New agreements are signed every year by all the business units and main subsidiaries.

**AGREEMENTS AND AMENDMENTS SIGNED IN 2018 BY EACH LE GROUPE LA POSTE ENTITY**

2018 indicator	La Banque		Docaposte	GeoPost	Mediapost	La Poste		Poste Immo	Viapost	La Poste New	
	La Poste	Postale				Silver	Services			Miscellaneous	
Total number of employee agreements											
Signed (incl. amendments)	13	29	25	7	12	13	2	13	4	4	

**Follow-up on commitments made in the agreements in force**

Each of the above-mentioned agreements is reviewed by a Monitoring Committee which meets at least once per year. The Committee meeting provides an opportunity to present contractual provisions to trade unions.

## 6.5 Employee benefits in kind

### 6.5.1 THE EMPLOYEE BENEFITS ADVISORY AND MANAGEMENT COMMITTEE

The Employee Benefits Advisory and Management Committee (COGAS) is responsible for overseeing and managing, within a co-construction framework, the benefits in kind to which La Poste employees are entitled. The originality of the mechanism lies in the historic participation by employees' associations.

COGAS is composed of twenty-four members comprising:

- eight company representatives;
- eight representative trade unions;
- eight representatives from the national associations (two representatives for each of the four sectors covered).

Social assistance covers six areas:

- food services (company canteens and restaurant vouchers);
- cultural and leisure activities;

- child and youth assistance (child minding, holiday camps, help with school work);
- mutual help and solidarity actions (disabled children, the severely ill, staff suffering from addiction, blood donors, first-aiders, and disabled staff).

Cogas is chaired by the Le Groupe La Poste's Head of Human Resources, bases its decisions on the work of the Group's DNAS Department, which manages these employee benefits at national level and is supported by a network of nine regional offices.

Twenty-eight local Benefits Consultation and Coordination Committees in continental France, Corsica and French overseas departments meet regularly to contribute to the benefits policy at the local and national levels.

In 2018, national committees held 40 meetings on various subjects, in a dynamic spirit of co-construction to provide the Group's employees with the benefits and services they need.

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### 6.5.2 BENEFITS PROVIDED IN 2018

#### AN ANNUAL BUDGET OF

€1,115  
PER EMPLOYEE

All La Poste SA employees are entitled to benefits in kind<sup>(1)</sup>. Retired employees are entitled to some benefits. The total budget for employee benefits in 2018 was €204.1 million.

#### BREAKDOWN OF SPENDING ON BENEFITS

	2018	In %	2017
Canteen service and economic activities	100.8	49.4	101.9
<i>Of which meal vouchers</i>	42.6	20.9	42.8
Cultural and leisure activities	37.3	18.3	37.8
Children	41.1	20.1	41.3
Personal protection and solidarity	12.7	6.2	12.3
Management and structural costs	12.2	6	12.2
Average amount <sup>(1)</sup>	1,115	-	1,091

(1) Average per FTE in €, La Poste only.

La Poste has also developed benefits for individual employees in accordance with its company policy, such as holiday vouchers (36,000 applications), school expense allowances (€5.8m), and

prepaid universal service checks (7,200 applications), €138.6 million is paid directly to the employees.

(1) Active personnel employed under permanent contracts and temporary contracts longer than three months.

### 6.5.2.1 The importance of informing employees

*Le Portal Malin* web portal is the employees' main access point to Company information. It was redesigned in 2018. It has an excellent awareness rating (91%) and over 80% of its users find it easy to use.

Nevertheless specific actions have been taken to reach a larger population of employees. Senior executives have been made aware of their role as team influencers. Local HR managers have attended approved training programmes.

### 6.5.2.2 The agreement with France Bénévolat

The goal of the financial philanthropy agreement signed with France Bénévolat in 2018 is to increase the expertise of postal non-profit organisations. This involves leveraging France Bénévolat's expertise to:

- recruit volunteers and managers;
- organise forums for volunteers in all the regions;
- encourage the 1,480 employees' associations to join France Bénévolat.

### 6.5.2.3 Helping family caregivers

2018 was marked by the signing of an agreement on improving the work-life balance of caregivers. This agreement establishes a «caregivers solidarity fund» which funds leave days for postal workers with caring responsibilities.

La Poste donates 1,000 days a year to this fund and those postal workers who wish to do so may make anonymous donations. Postal workers with caring responsibilities have permission for three days special leave (ASA aidants) to help their charge with administrative tasks and medical matters. They also have the option of organising their working time and can work remotely. Moreover, they have simplified access to part time work and support in their career progression if they need to relocate.

This agreement is in addition to and embeds existing measures.

In 2016, La Poste set up a support package for employees who are family caregivers, including a hotline they can call for information and personalised advice.

Prepaid CESU caregiver service vouchers and home care services for family members were set up in July 2016 for employees with family caregiver certificates. Since July 2017, these employees are also entitled to recovery assistance and partial financing of Safe Movement and Posture training, the purchase of an Ardoiz tablet computer and the "Watch Over My Parents" service.

The recovery assistance benefit enables the family caregiver to stay, with or without the assisted family member, at a specially equipped vacation centre or specialised facility at a subsidised price, for up to 12 days a year.

The Safe Movement and Posture trains caregivers how to physically assist their family member without injuring themselves. It was developed in collaboration with the La Poste national union of first-aid and rescue workers (UNASS).

### 6.5.2.4 Employee housing

The policy on housing for employees is an important element in Le Groupe La Poste's social policy.

La Poste is the largest contributor to Action Logement, France's employer-funded construction fund. Since 2006, the Group has conducted an active employee housing policy under successive collective agreements signed with all trade unions.

This policy is underpinned not only by the services available under the Action Logement programme, but also by the Group's large portfolio of social housing properties and other resources. These subsidised housing units are mainly reserved with the Poste Habitat Group, which represents over 15,000 subsidised housing units of which more than 50% are rented to the Group's current or retired employees.

La Poste's direct housing services and related services (advice, guarantees, home loans, construction loans and financial aid) offer employees housing solutions at each phase of their career and personal life. Over 11,144 employees benefited from these services in 2018.

## 6.6 Appendice

### PROFILE

GRI	Indicator	Scope	Unit	2016	2017	2018
102-8	Proportion of workforce in France	LGLP	% of workforce (Average full time equivalent)	88.8	86.4	85.2
102-8	Relative weighting of international workforce	LGLP	% of workforce (Average full time equivalent)	11.2	13.6	14.8
102-8	<i>in other Western European countries</i>	LGLP	% of workforce (Average full time equivalent)	7.0	7.2	8.02
102-8	<i>in Eastern European countries and Russia</i>	LGLP	% of workforce (Average full time equivalent)	2.7	4.1	4.41
102-8	<i>in other countries</i>	LGLP	% of workforce (Average full time equivalent)	1.5	2.3	2.33
102-8	Number of employees	La Poste	average full-time equivalent	197,397	191,898	186,184
		LGLP	average full-time equivalent	251,249	253,219	251,219
			total individual staff members on 31 December	250,124	245,774	243,379
102-8	Workforce outside of France	LGLP	In full-time equivalents	28,186	34,484	37,094
102-8	Group workforce in France	LGLP	Individuals	250,124	245,774	243,379
		La Poste	Individuals	220,572	214,697	211,603
		LBP	Individuals	4,218	4,650	5,039
		Sofipost	Individuals	18,732	-	-
		Mediapost	Individuals	11,572	11,736	11,091
		Docapost	Individuals	4,568	4,425	4,660
		Viapost	Individuals	2,581	2,481	2,580
		La Poste Silver	Individuals		1,041	1,041
		GeoPost	Individuals	5,942	6,111	6,392
		Poste Immo	Individuals	624	602	579
		Other	Individuals	47	31	155
102-8	Employees on fixed-term contracts	LGLP	Individuals (France)	19,435	19,102	20,607
102-8	Women	LGLP	% of total workforce (France)	50.7	51.1	51
102-8	Men	LGLP	% of total workforce (France)	49.3	48.9	49
102-8	Change in workforce	La Poste	%	-2	-3	-2.1
		LGLP	%	-1	0.8	-0.78
102-8	Breakdown of the Group's workforce by divisions	Services-Mail-Parcels	% of workforce (Average full time equivalent)	55.1	54.1	52.7
		La Poste Network	% of workforce (Average full time equivalent)	21.1	19.9	19
		GeoPost	% of workforce (Average full time equivalent)	13.0	15.4	16.5
		La Banque Postale	% of workforce (Average full time equivalent)	7.2	7.0	6.9
		Group	% of workforce (Average full time equivalent)	1.1	1.0	2.2
		Poste Immo	% of workforce (Average full time equivalent)	0.4	0.4	0.4

GRI	Indicator	Scope	Unit	2016	2017	2018
		Digital Services	% of workforce (Average full time equivalent)	2.1	2.2	2.2
102-8	Breakdown of employees on permanent contracts by age (Group in France)	24 years of age or less	Number	3,976	4,766	5445
		24-29 years of age	Number	11,412	11,712	12294
		30-39 yrs	Number	43,472	42,796	42393
		40-49 yrs	Number	63,623	62,329	60626
		50-54 yrs	Number	44,363	40,830	37082
		55-59 yrs	Number	46,358	46,068	46192
		60 years of age or more	Number	17,485	18,171	18707
102-8	Percentage of employees aged 50 or over	LGLP	% (excluding temporary contract)	46.9	46.3	45.8
102-8	New hires	LGLP	Number	12,967	14,658	16,323
102-8	Employees hired on permanent contracts	LGLP (France)	Number	10,220	14,658	16,323
102-8	People hired on permanent contracts who had previously been employed under fixed-term contracts	La Poste	Number	1,524	3,086	3,061
102-8	Women hired on permanent contracts	La Poste	%	44.8	44.4	46.2
102-8	Employees aged 45 or over hired on permanent contracts	La Poste	%	8.3	9.5	9.6
102-8	Young people hired under an apprenticeship or work-and-training contract	La Poste	Number	5,736	7,033	4,902
		LGLP (France)	Number	6,161	7,238	5,831
	Percentage of employees on permanent contracts.			93.9	92.9	92.8
102-8	Percentage of part-time employees	LGLP (France)	In the workforce at 31 Dec. (excl. individuals on fixed-term contracts)	12.64	12.4	11.86
102-8	% of workforce working night shifts	LGLP (France)	In the workforce at 31 Dec. (excl. individuals on fixed-term contracts)	2.75	2.7	2.47
102-8	Mail carriers-counter clerks	La Poste	Number	564	1,000	922

## COMPENSATION AND BENEFITS

GRI	Indicator	Scope	Unit	2016	2017	2018
102-35	Average gross annual salary	LGLP (France)	Euro	30,395	30,877	31,464
102-35	Employee incentive-based pay	LGLP (France)	Millions of euros	101.1	119.8	101.1
102-38	Ratio of the average salary to the CEO's salary	La Poste	Ratio calculated on gross annual compensation	14.8	14.6	14.3

## WORKING CONDITIONS

GRI	Indicator	Scope	Unit	2016	2017	2018
401-1	Employee turnover rate	La Poste	%	3.50	4.90	5.2
401-1	Employees with an employee savings plan (PEG or PERCO)	LGLP (France)	Number	123,887	135,737	150,349
401-2	Employees with an employee savings plan (PEG or PERCO)	LGLP (France)	Number	113,815	129,096	142,620

GRI	Indicator	Scope	Unit	2016	2017	2018
401-2	Total amount of Group PEG and PERCO plans	La Poste	Millions of euros	666	736	763
401-2	Total amount of Group PEG and PERCO plans	Subsidiaries	Millions of euros	27	31	32
401-2	Employees with a Group employee savings plan (PEG or PERCO)	La Poste	Number	105,180	120,899	130,519
401-2	Employees with a Group employee savings plan (PEG or PERCO)	Subsidiaries	Number	8,635	8,197	12,101
401-2	Net contribution paid by the Company	LGLP (France)	Millions of euros	27.1	30	28.5
401-2	Proportion of employee savings invested in socially responsible investments	LGLP (France)	%	48	45	46.21
401-2	Breakdown of spending on social activities	LGLP	Millions of euros	205.9	205.6	204.1
401-2	Catering and economic sector	LGLP	Millions of euros	96.6	101.9	100.8
401-2			%	47	50	49.4
401-2	Sporting and cultural activities	LGLP	Millions of euros	41.9	37.8	37.3
401-2			%	20.4	18	18.3
401-2	Children	LGLP	Millions of euros	41.0	41.3	41.1
401-2			%	20	20	20.1
401-2	Personal protection and solidarity	LGLP	Millions of euros	13.3	12.3	12.7
401-2			%	7	6	12.2
401-2	Average amount per employee	LGLP	€	1,058	1,091	1,115
403-4	Employees represented in joint management worker OHSC	LGLP	%	100	100	100
403-9 ; 403-10	Days of absence due to workplace or commuting accidents or occupational illness	LGLP (France)	Number of calendar days	782,689	795,800	783,949
403-9	Work accident frequency rate	LGLP (France)	Number accidents with lost time per million hours worked	27.47	27.55	25.05
403-9	Accident severity rate	LGLP (France)	Number of days off due to a work accident per thousands of hours worked	1.44	1.50	1.47
403-10	Sickness absenteeism rate	LGLP (France)	%	6.59	6.59	6.59
403-10	Days of absence for health reasons	LGLP (France)	Number of calendar days	5,596,496	5,485,496	5,371,912
403-3	Occupational physicians	La Poste	Number	146	139	128
403-3	Occupational health nurses	La Poste	Number	144	148	149
403-3	Social assistants	La Poste	Number	280	283	285
403-3	Employees assigned to the medical secretariat	La Poste	Number	109	109	109
	Teleworking employees	La Poste	Number (figures are rounded off)	1,600	1,900	2,240
405-1	People with disabilities hired	La Poste	Number	163	219	149
405-1	People with disabilities hired under permanent contracts	La Poste	Number	45	93	68
405-1	Beneficiaries of the disabled employment obligation	La Poste	Rate	5.8	6.4	6.75
405-1	Percentage of these beneficiaries	La Banque Postale	%	3.2	3.03	2.94
	Employees with an officially recognised disability	La Poste	Number	10,269	10,900	14,000
	Overtime hours	LGLP (France)	Number	2,987,861	3,398,932	3,642,525

## TRAINING AND CAREER DEVELOPMENT

GRI	Indicator	Scope	Unit	2016	2017	2018
404-1	Training expenditure	La Poste	% of payroll	4.02	3.84	4.19
404-1	Employees who attended at least one training session	LGLP (France)	Number	161,550	176,793	156,845
404-1	Employees who attended at least one training session during the year	La Poste	%	76	84	80
404-1	Training hours	LGLP (France)	Number	5,432,771	4,808,464	4,904,426
404-1	Training hours per employee trained	La Poste	Number	24.5	28.5	29
404-1	Days of training	LGLP (France)	Number	776,110	686,923	700,632
404-2	Managers trained in their HR role	La Poste	Number	1,314	1,709	591
404-2	Employees who transferred to work in civil service	La Poste	Number	198	191	225
404-2	Employees who set up or purchased their own business	La Poste	Number	298	131	182
404-2	Employees who found jobs in the SSE	La Poste	Number	75	117	119
404-2	Employees beginning a qualification-earning pathway	La Poste	Number	12,600	10,000	9,000
404-3	Employees promoted	La Poste	Number	12,866	18,968	15,541
		LGLP (France)	Number	14,793	20,987	17,791
404-3	Promotion rate	LGLP	%	6.4	9.7	8
404-2	Professional development advisers	La Poste	Number	244	260	270
405-1	Female senior executives	LGLP	%	31.7	32.5	32.1
405-1	Women Executive Committee members	LGLP	%	30	30	20
405-1	Rate of female promotions	La Poste	%	54.3	54	54
405-1	Gender pay gap	LGLP (France)	%	-5.4	-5.1	-5.2

## HUMAN RIGHTS

GRI	Indicator	Scope	Unit	2016	2017	2018
406-1	Complaints handled by workplace mediation	LGLP	Number	180	230	250

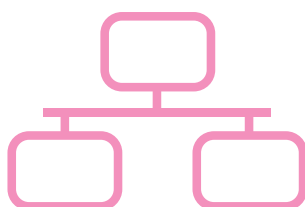
## SOCIAL DIALOGUE

GRI	Indicator	Scope	Unit	2016	2017	2018
102-41	Participation rate in employee representative elections <sup>(1)</sup>	LGLP	%			73.04
102-41	Number of national agreements signed	LGLP (France)	Number	109	134	122

(1) Participation rate of 75.63% in 2014.

# CUSTOMER SERVICE COMMITMENT

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## LE GROUPE LA POSTE **COMMITTS**



## **FOR CUSTOMER**

### **OFFERING RESPONSIBLE PRODUCTS AND SERVICES**

Le Groupe La Poste applies CSR criteria throughout the lifecycle of its products and services.

We develop a responsible range of products both by putting a particular emphasis on ecosocial design and carbon neutrality, and by supporting sustainable finance.

### **PARTICULARLY ATTENTIVE TO THE MOST VULNERABLE**

Le Groupe La Poste stands out for its focus on assisting all customers, especially the most vulnerable.

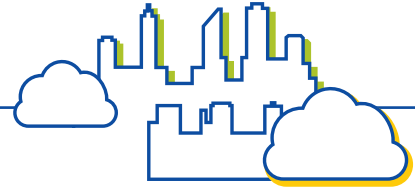
The aim of Le Groupe La Poste's digital inclusion plan is to provide widespread access to its digital services in all areas. In some places, La Poste is the only local banking service. In order to support the most vulnerable, we need to do everything in our power to ensure that disabled people can easily access our services.

### **TO ENSURE CUSTOMER SATISFACTION**

La Poste is one of the most popular brands in France, known for its key role in society and for creating value for people.

With this hugely satisfying success comes responsibility! The customer experience is our focus at all times and lies at the heart of our "Customer Priority" programme. Every year, we fine-tune how we measure customer satisfaction so that we constantly meet their expectations. Part of this approach is the introduction of a short loop claims processing procedure where the customer is offered a solution on the spot by the manager, no matter what the problem.

# SERVICE



## RECOGNITION BY EXTRA-FINANCIAL RATINGS AGENCIES

Le Groupe La Poste is the only postal operator in the world to have an A rating from the Carbon Disclosure Project. All our ratings have improved: EcoVadis positions La Poste in the Gold class with a total score of 78; in January 2019, Le Groupe La Poste became one of the top 126 companies for

environmental performance. Only 22 French companies are rated A by the CDP out of roughly 7,000 companies worldwide rated by this benchmark agency.

(1) See page 61 for all of the Group's non-financial ratings.

7

**100% carbon-neutral** mail, express parcels and digital services since 2012. Business customers can obtain a personalised carbon neutrality certificate.

**4 ranges** in a new Ecologic branding. Special branding allows La Poste customers to promote the use of a postal partner offering carbon neutral products and services.

**100% of the parcels business is** ISO 14001 certified covering 15 parcels processing hubs.

**All marketing personnel in the Services-Mail-Parcels business unit** will be trained in ecosocial product design by 2020.

**50%** of assets under La Banque Postale's management are socially responsible investments.

**100% of La Banque Postale's funds in SRI** by 2020.

**50% of Livrets A** savings accounts had a balance of less than €150; it is the only pre-banking offering for 2 million people.

**130 000 vulnerable customers** have received support from LBP's Appui initiative since 2013.

**Over 117,000 customers** received support with social home ownership.

**Access to post offices and website.** Deaf or hearing-impaired customers can access all customer service options through online banking.

### Helpful and useful

in the eyes of the French. La Poste is seen as the most helpful and useful company for the second year running, based on an Ifop-Terre de Siennes survey.

### 95% satisfaction rating of customers leaving post offices

Indicators of customer satisfaction, especially as measured among customers leaving a post office, the NPS (Net Promoter Score) and mail and parcel service recommendation rates, are tracked at the highest management levels.

### More than 1,500 customers

"La Poste et Vous" online community of customers, providing a resource to understand their needs and co-develop products and services.

### Putting our customers first

The Group's business units run a series of programmes to build customer service skills and improve customer experience.



## 7.1 Responsible products and services

In order to respond to changing consumption patterns, the Group aims to roll out innovative and responsible products and services. The societal and environmental added value is maximised and the negative impact reduced by means of ecosocial design. To this end, the Group endeavours to integrate ESG criteria into the various lifecycle stages of its products and services.

### 7.1.1 BUILDING ECOSOCIAL DESIGN INTO MAIL, PARCEL, EXPRESS AND DIGITAL SERVICES

2018 saw ecosocial design invigorate Parcels and Mail products and services.

#### 7.1.1.1 The upskilling of the function

In 2018, the Group ramped up the training of marketing experts on the social and environmental impact of products. The CSR Marketing, driving value creation" training will be made mandatory in 2019 to ensure that the marketing teams take on board:

- the components of a sustainable and positive brand;
- inescapable trends in CSR;
- Available CSR opportunities to be taken right from offers design and tools to achieve this.

Designers of Parcels and Mail products and services also have access to a self-evaluation tool allowing them to reflect upon these aspects in the course of their work. Lastly, inspiring events and meetings were held to broaden their field of thought by coming face-to-face with people from varied backgrounds.

The Services-Mail-Parcels business unit is progressively rolling out the CSR assessment of products and services in order to add further value. In this respect, a dozen or so products and services have already been created or are being redesigned.

Moreover, in 2018, CSR criteria were incorporated into the quality milestone review standards used for products and services.

#### 7.1.1.2 Systems enabling ecosocial design

Each site manager of the Services-Mail-Parcels business unit must do a self-assessment using an online system and in that way draw up his/her site's CSR ID. At end-2018, 200 sites had thus done a self-assessment of their CSR maturity. This mapping covers a dozen areas.

Site managers also have a diagnostic tool with which they can assess their major projects from the perspective of CSR impact and opportunity.

Moreover, the business unit aims to train all its employees on the socio-environmental challenges facing their business lines. 2 e-learning modules were developed: "Everyone is a proponent and ambassador of CSR", taken by over 57,100 employees, and "Carbon management: a performance driver".

#### 7.1.1.3 Third-party endorsement: ISO 14 001 certification of the Parcels and GeoPost hubs

Within the Services-Mail-Parcels business unit, 100% of the Parcels business, namely 15 parcel processing hubs, has been ISO 14 001 certified since 2009. In addition, the stamp manufacturing plant is ISO 14001 certified.

In 2018, the AFNOR audit made it possible to have the hubs certified under the 2015 version.

For its part, GeoPost applies ISO 14001 for its operations to ensure a structured approach to environmental matters. This standard applies to 13 French branches, accounting for 74% of the business unit's employees.

## 7.1.2 INTEGRATING ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) CRITERIA INTO BANKING PRODUCTS

### 7.1.2.1 Ecosocial design of banking products

Since 2009, La Banque Postale has ensured the systematic inclusion of environmental, social and governance (ESG) criteria in the design of its products and services. It uses an ESG checklist. This tool sets out La Banque Postale's five founding values (accessibility, performance, difference, responsibility, cohesion) through 19 ESG criteria: ethical advisory services, transparency, simplicity, clarity, fighting climate change, fighting tax evasion, etc. Product managers are trained in its use and are thus familiar with the Bank's main CSR challenges.

The ESG checklist is overseen by the Compliance Department, which ensures that it is included in every application submitted to the Product Examination Committee.

La Banque Postale held 24 Product Examination Committee meetings in 2018. This means that all new products or those having been substantially transformed were tested against extra-financial criteria encompassing product design and distribution as well as customer support.

Beyond systematic incorporation of ESG criteria right from product and service design stage, La Banque Postale also offers various products that allow customers to make a true civic commitment.

### 7.1.2.2 100% of funds in socially responsible investments by 2020

In April 2018, La Banque Postale Asset Management (LBPAM), the leading asset manager within La Banque Postale group, announced its goal of switching all funds and mandates to socially responsible investments (SRI) by 2020.

For private individuals, La Banque Postale thus launched the "Conviction ISR" range comprising six funds in June 2018. This SRI management offering is also open to institutional investors, such as insurance companies, in the form of dedicated mandates.

To enhance the credibility of its offering and contribute to its recognition in a still nascent SRI market, La Banque Postale encourages its subsidiaries to submit funds to external assessment. Accordingly, 20 SRI funds managed by LBPAM were awarded the SRI public label between September 2017 and November 2018.

Of particular note in 2018 was the marketing campaign launched in June within the La Banque Postale network. This campaign generated significant inflows, reflecting the appeal of SRI for private individual customers.

La Banque Postale distinguishes between ISR funds, that have been awarded labels or are eligible, and funds using other non-financial investment criteria having a limited impact on portfolio allocation. All of this is classified as responsible investment, with assets totalling €115 billion at end-2018, representing over 50% of assets under management.

## 7.2 Helping customers to consume more responsibly

At the heart of a complex trading ecosystem, Le Groupe La Poste aims to enable its customers to commit to the climate and to value this commitment.

### 7.2.1 ENHANCING CUSTOMER KNOWLEDGE OF ENVIRONMENTAL IMPACTS

#### 7.2.1.1 "Climate partners": a way to involve customers

In keeping with its efforts, La Poste engages with its customers on climate matters. Launched in 2018, the "Climate partners" programme offers them a series of tools to allow them to have their say alongside La Poste regarding their climate commitments to their own customers and partners. They are provided with a series of tools: webinars, footprint calculators, thematic videos or carbon neutrality certificates, for example.

#### 7.2.1.2 Making the CSR benefits of products and services transparent

##### **The new ECOLOGIC branding**

Special branding allows La Poste customers to promote the use of a postal partner offering carbon neutral products and services.

##### **Redevelopment of the ColissimoBox Parcels interface**

The website's new interface emphasises environmental messages. It is updated daily with CSR news, text or videos to be used.

##### **Carbon neutrality certificate**

Business customers can obtain a personalised carbon neutrality certificate from La Poste. They may thus assert the carbon neutrality of their service on their own account, at no additional cost.

### 7.2.2 CHANNELLING SAVINGS TO MORE SOCIALLY RESPONSIBLE INVESTMENTS

La Banque Postale offers customer savings investment products built around responsible or solidarity-based finance.

In 2018, the Solidarity Interest Option offered by La Banque Postale was again awarded the Finansol Label.

#### 7.2.2.1 Solidarity-based products

##### **Solidarity Interest Option**

The "Solidarity Interest Option" allows holders of passbook saving account to pay over some or all of their interest to a non-profit association. An option that engages La Banque Postale customers since 75% of donors pay over 100% of their interest. Such generosity is encouraged by La Banque Postale, which thanks customers by gifting each association an additional sum representing 10% of the interest paid over.

#### 7.2.2.1 Green lending, saving and financing

The Environmental Transitions chapter goes into detail on:

- the "green range", designed for private individuals offering home renovation and ecomobility financing;
- thematic funds that provide an opportunity to participate in the environmental transition;
- financing products and services for green technologies.

## 7.3 Making products and services more accessible

Pursuant to the law that governs French postal activities, Le Groupe La Poste has been entrusted with a public service mission to ensure the accessibility of banking services. The Group also undertakes to facilitate widespread access to and use of its services, and in particular for the most vulnerable. To this end it puts together readily accessible and easy to understand information as well as personalised services where necessary.

### 7.3.1 FACILITATING MULTI-CHANNEL ACCESS

Le Groupe La Poste is working to increase and enhance the channels through which its services can be accessed. Moreover, it seeks to facilitate interaction with everyone. Its objective across all its institutions is to ensure easy access to all its services, whether through automated machines, by telephone or over the Internet.

#### 7.3.1.1 Accessibility of public access buildings

Under the 2005 Act<sup>(1)</sup>, public access buildings plus all functionality they house must be made accessible to disabled people. They must also accommodate the aged.

Despite the large number of public access buildings Le Groupe La Poste has been exemplary in complying with these regulations. They reflect the expectations not only of customers but of associations and local authorities.

At end-2018, 53% of the public access buildings within the La Poste network were accessible as defined under the 2014 regulations. Under these regulations, public records of post office accessibility were brought together under a single national platform. They are thus made available to the public for each building.

La Poste Network has also been testing a French sign language interpretation service since 2014, to better serve deaf customers in post offices. In 2018, this service was used once a week across France.

The Group is also mindful of raising staff awareness regarding people with mobility issues and dealing with disabled people. Following European Disability Development Week 2018, the Network organised a Company-wide challenge to engage staff on the issue of the accessibility of public spaces. This challenge was organised together with the Jaccede association, a Group partner since 2007.

#### 7.3.1.2 Accessibility of automated machines

At end-2018, 98.2% of ATMs outside post offices were either:

- directly accessible to persons with reduced mobility; or

- located in close proximity to another ATM that is accessible to persons with reduced mobility at the same post office.

Work to make La Banque Postale's ATMs and cash machines adapted for use by the blind and partially sighted is in progress. At the end of 2018, 85% of this equipment was accessible.

All ATMs located inside post offices are accessible.

All franking machines are adapted for use by the visually impaired.

#### 7.3.1.3 Accessibility of websites and information channels

##### Across the Group

As part of its responsible communication approach, the Group put together an accessible communication toolkit. This guide harmonises how internal communication designs compliant material for disabled people:

- Le Groupe La Poste websites are accessible to the visually impaired and comply with applicable standards, in particular the RGAA standard (general accessibility framework for webmasters, 2017 version);
- to connect with an online advisor, dedicated web access is provided to the deaf and hard-of-hearing. It is managed by deaf La Poste employees and works via a webcam, in French Sign Language.

##### La Banque Postale

La Banque Postale is the first French bank to be fully compliant with the digital accessibility law.

For visually impaired customers:

- since 2016, La Banque Postale has offered a fully accessible banking application. Its website is regularly audited by accessibility and digital quality experts.

(1) The 2005 Act to adapt the Company for disabled persons, supplemented by various regulations in 2014 and 2015.

For the hard-of-hearing:

- since February 2017, La Banque Postale offers the ability to connect with a deaf video-advisor by video or instant messaging;
- since 2018, 100% of customer service is available through online banking. There are a number of available solutions: contact with a sworn French sign-language interpreter, a tele-transcription tool, or cued speech. 5,800 customers were helped in 2018

### 7.3.1.4 Multi-channel consumer service that aims to become omni-channel

Le Groupe La Poste has a multi-channel customer service system that consists of:

- a telephone helpline that can be reached with a single short number (3631) at the standard call rate that receives around 900,000 calls a month;

- a customer service area that is found on the Group's website ([www.laposte.fr](http://www.laposte.fr)) with close to 135,000 unique visitors per month at the beginning of 2019;
- a single postal address: Customer Service – 99999 La Poste, to which over 14,000 paper claim forms are sent on average each month.

Already AFNOR NF 345<sup>(1)</sup> certified, in January 2018 the 3631 Network obtained the "Social Responsibility" label created under the auspices of the Employment Ministry, in partnership with Association Française de la Relation Client, the union representing contact centre professionals and the trade unions. This label recognises the quality of the governance of 3631, of its human resource practices, its social dialogue, its societal commitment and its environmental policies.

Since July 2012, a customer service call contact team is working on the Group's Facebook page and the @lusalaposte Twitter account. It works alongside the community manager to deal with requests and claims.

The digital strategy of Le Groupe La Poste is designed to be omni-channel: customers must be able to contact the Group through all available channels in a fluid and interactive manner.

## 7.3.2 SUPPORTING VULNERABLE INDIVIDUALS

Le Groupe La Poste strives to ensure its products and services are accessible to everyone. It works with a large number of non-profit organisations to help vulnerable customers use La Poste's services. There are various levels of vulnerability:

- financial vulnerability;
- fuel poverty;
- vulnerability due to a special administrative situation;
- digital exclusion.

### La Banque Postale procedures for protected adults

There are some 800,000 protected adults in France. To better serve them, in 2016, La Banque Postale reviewed its procedures for dealing with protected customers and their legal representatives. At end-2018, it established five specialist branches with over 150 employees specially trained to manage the accounts of protected people. These employees respond to requests from their legal representatives and La Banque Postale advisors.

### 7.3.2.1 Partnerships to support the most marginalised customers

On 11 January 2017, the French government, AMF (the representative association of French municipalities) and La Poste signed the local postal coverage agreement for 2017-2019. Under this agreement, more than €4.5 million in resources funded more than 500 existing partnerships to help the most vulnerable customers and deliver workshops on banking services and budgeting skills.

The École de la banque et du réseau (EBR) provided 13 training sessions for partners prior to on-site sessions in post offices.

### 7.3.2.1 Assistance to migrants

The banking accessibility mission allows any person so requesting to open a Livret A savings account, including asylum seekers. This group requires special support services. Thus, the list of migrant contact offices and the list of administrative detention centre contact offices were updated. This covers 144 offices. The La Poste employees working in these offices are better trained in opening Livret A savings accounts for asylum seekers. They have special relationships with mediators from the French Immigration and Integration Office (OFII).

(1) Renewed annually, AFNOR NF 345 certification measures the quality of service of a customer relations centre.

## 7.3.3 BANKING AND FINANCIAL INCLUSION

La Banque Postale is the only bank to have been entrusted with the mission of ensuring banking accessibility under the 2008 Economic Modernisation Act. This commitment is confirmed by the new public service contract for 2018-2022. Accordingly, La Banque Postale undertakes to treat all people with consideration, regardless of their situation, and offer them appropriate banking services and solutions. It must also work to prevent over-indebtedness and promote microcredit.

In light of the development of the digital society and growing regional frailties, La Banque Postale is working to inform and raise awareness of financially vulnerable customers. In this regard, it aims to offer them the most appropriate products and services. This particularly involves access to modern cheap means of payment as well as local services. It develops good citizenship banking products by facilitating social home ownership and by providing loans tailored for people of modest means.

### 7.3.3.1 Access to accounts and basic services

La Banque Postale has always made a special effort to ensure that financially vulnerable people – people who are not allowed to write cheques, who have had their bank card withdrawn due to misuse, who are over-indebted or who have missed payments repeatedly over a three-month period – have access to a bank account and basic banking services. La Banque Postale provides them with means of payment other than cheques. These customers can thus obtain a zero floor limit card and pay bills by direct debit or transfer.

### 7.3.3.2 Access to credit for moderate-income householders

La Banque Postale enables customers of modest financial means to obtain credit more easily, while closely monitoring their solvency. That is why it is a major player in social home ownership loans. In partnership with social housing players, it has financed over 117,000 households. Since the end of 2012, it has put a special focus on ensuring that borrowers meet eligibility requirements, in order to protect the interests of its customers and prevent their over-indebtedness. 27.1% of home loan borrowers earned less than twice the monthly minimum wage in 2018.

### 7.3.3.3 Banking inclusion plan using digital technology

In April 2017, La Banque Postale was the first bank to have made a firm commitment to banking inclusion using digital technology. Its action plan is detailed on page 98, in the chapter entitled Ethical and responsible digital services.

### 7.3.3.4 The Livret A savings account, the only pre-banking offering for 2 million customers

La Banque Postale saw its 2015-2020 banking accessibility mission, with respect to the Livret A savings account, recognised by and defined in law and reaffirmed in July 2016. La Banque Postale thus goes beyond merely providing the Livret A savings account, which is also available across all French banking networks.

Firstly, La Banque Postale is the only French bank to accept the payment of invoices in cash at post office counters.

Its other commitments consist of:

- open a Livret A passbook savings account “for anyone who requests one” with a minimum deposit of only €1.50 (compared to €10 in other banks) in post offices that are equipped for this;
- accepting the domiciliation of bank transfers and direct debits for certain transactions such as welfare payments or gas and power bills;
- issuing unlimited amounts of cheques free of charge;
- making wire transfers into the current accounts of customers with Livret A savings account free of charge, regardless of where the current account is held;
- providing Livret A savings account holders with a withdrawal card that can be used in La Banque Postale cash withdrawal machines and ATMs.

At end-2018, 50% of the Livret A savings accounts of La Banque Postale held by individuals had less than €150.

These commitments thus respond to the widespread consultation undertaken by the Financial Services Consultative Committee (CCSF). The Committee stated that “this mission constitutes a balanced response to specific and concrete demands expressed by very specific populations living in very vulnerable situations at times that are not covered by other accessibility programmes”.

### 7.3.3.5 Promoting microcredit

In 2018, La Banque Postale further committed to overhauling microcredit in France, becoming patron of Créa-Sol, a microfinance association established in 2005.

Moreover, it is already the third largest player nationally in terms of microcredit extended.

Since 2007, La Banque Postale has been offering personal micro-loans, in partnership with local associations such as Secours Catholique, l’Udaf, the Red Cross, Restaurants du Cœur, etc. This offering is intended to support customers suffering from banking exclusion due to their poor creditworthiness.

10 years on, La Banque Postale looked to up its efforts by providing financial support to Créa-Sol. This association has the information, command and management structures needed to expand microcredit. The goal is to thereby double the number of beneficiaries by 2020, by facilitating access for financially vulnerable groups.

### 7.3.3.6 Combating over-indebtedness

#### Preventing over-indebtedness

At La Banque Postale, being a responsible lender means helping customers avoid over-indebtedness. Risk is carefully managed and it closely monitors the position of its customers having regard to the nature of their loan.

##### Home loans

A specialised customer advisor will conduct a personalised study of the customer's project and assess it from an overall perspective. La Banque Postale has one of the lowest percentages of non-performing home loans in the market (1.2% at 30 November 2018, unchanged on 2017) despite having over €55 billion of loans outstanding.

##### Consumer loans

Consumer loans are subject to strict approval criteria to ensure that customers do not become over-indebted. La Banque Postale thus designed and put in place an over-indebtedness prevention mechanism. Triggered once the loan is granted, this mechanism is active throughout the contract. All accounts with La Banque Postale are carefully monitored to help prevent over-indebtedness.

#### The "L'Appui de La Banque Postale" mechanism

In November 2013, La Banque Postale established "l'Appui de La Banque Postale". This is a platform to provide guidance and advice on banking and budgetary matters, which customers can access using a telephone helpline that can be reached with a single number at the standard call rate.

This free service is designed to support all La Banque Postale customers who are in temporary or ongoing financial difficulties. It also aims to do more to prevent people from getting into financial difficulty.

The 32 customer service managers in this service review the customer's budget and assess his/her "breathing room". This stage allows them to pinpoint any social welfare benefits that aren't being claimed and to identify situations of excessive or over-indebtedness. They are thus in a position to, where necessary, propose a link-up with partners, associations or social services, or offer access to solidarity-based banking products and services.

At end-2018, the service had supported over 130,000 customers, with 50,000 of them enjoying total support. 84% of them say they would recommend this service to a friend in trouble.

An impact study in 2017 by an external firm showed that customers had achieved budget stability. They had also become more independent. The service allowed them to:

- better understand banking services (63%);
- become aware of their financial difficulties (57%);
- better monitor their accounts and use digital tools to this end;
- get in touch with social and non-profit players.

### 7.3.3.7 Raising knowledge of finance and banking

La Banque Postale and the Network have launched various bank education initiatives to support financially vulnerable customers.

#### Budget workshops for young people in difficulty

Since 2012, mostly in partnership with the Missions Locales network, La Banque Postale and the Network have offered budgeting workshops for young adults.

These workshops are run by volunteer Le Groupe La Poste employees. They cover good budgetary management, use of a bank account or the proper usage of credit and savings.

Over 250 employees are currently involved in the skills-based volunteering programme.

New volunteer employees can attend one of the training sessions organised in Paris. In this way they get the "Ambassadeurs du jeu Dilemme" diploma created by the Crésus non-profit. In 2018, over 80 of them took part in these sessions. Every employee then organises a workshop a month on average, opened to dozen or so youths.

#### The "Finance pour tous" non-profit

The Institut pour l'éducation financière du public (IEFP) is a non-profit association accredited by the French Education Ministry. It is better known under the name "Finance pour tous". It aims to help citizens build up their financial know-how. Its ambition is for each individual to understand economic impacts in the world they live in and be able to make informed decisions.

Since 2014, La Banque Postale has been on the Board of Directors of "Finance pour tous". It provides its advisors with educational and teaching material on good budget management.

As with the budgeting workshops, volunteers from La Banque Postale and the Network help final year STMG secondary students with a business case study during the school year. This assignment counts for a significant portion of grades for the baccalaureate.

### The "L'Initiative contre l'exclusion bancaire" club

La Banque Postale is aware of the need to better understand the needs and habits of financially vulnerable customers. Since 2012, its approach has been one of dialogue and cooperation with its stakeholders working to combat banking exclusion.

La Banque Postale actively contributes to banking inclusion policymaking. Since 2012, it has in particular been a member of the working group that drew up an action plan to combat banking exclusion. This plan was included in the multi-annual plan to combat poverty and promote social inclusion adopted by the government in 2013.

La Banque Postale believes that only active and structured cooperation will make it possible to meet the challenges of banking and financial exclusion. To this end, in October 2012 it established the "L'Initiative contre l'exclusion bancaire" think tank. This think tank aims to develop new practices to meet the needs of financially vulnerable customers.

It thus aims to:

- enable people in financial difficulty to become more familiar with the professionals they interact with, and vice versa;

- offer joint trainings to its members to develop and test products, services and practices that meet the needs of these customers;
- promote and defend the most relevant solutions that emerge from this collective discussions, in particular to public officials;

The think tank is open to all. It welcomes all stakeholders in the social, non-profit and banking ecosystems who share these goals and are ready to develop new ways of reducing banking and financial exclusion.

### Action tank Entreprise et pauvreté

La Banque Postale also supports the work of Action tank Entreprise et pauvreté, a non-profit organisation. It aims to encourage the development of company projects designed to reduce poverty and exclusion in France. Its resulting programmes (Malin, Mobiliz and Optique Solidaire) are promoted by the customer advisers at La Banque Postale's L'Appui service.

## 7.4 Boosting customer satisfaction

The Group's service ambition is to achieve excellence in its relationships with its customers. However, growing competitive pressures, combined with public service obligations, means that practices must be continually reviewed. Accordingly, the

operational reorganisation provided for in the La Poste 2020 programme goes hand-in-hand with a new culture of quality and with specific measurements.

### 7.4.1 CUSTOMER SATISFACTION IS CENTRAL TO THE WORK OF THE BOARD OF DIRECTORS

Since 2016, the Quality and Sustainable Development Committee has focused its work on two areas:

- societal trends shaping customer expectations;
- the Group's response to these quality requirements.

#### 7.4.1.1 The work of the Quality and Sustainable Development Committee in 2018

In 2018, the main focus of the Quality and Sustainable Development Committee was to track customer satisfaction within the 2018-2022 Public Service Agreement, and to trialling "short-loop" claims processing. The Committee worked on the following:

- alignment of satisfaction measurement at all levels of corporate governance and oversight (from the Public Service Agreement through the Chairman's roadmap, the Group transformation monitoring dashboard and business unit oversight right down to the operational entities);
- monitoring progress on the "short-loop" claims processing trial;
- presentation of strategic projects run by the business units to improve the customer experience ("customer experience contract" for the Services-Mail-Parcels business unit and "Customer Priority" for the La Poste Network business unit);
- presentation of the 2017 report from the Le Groupe La Poste's ombudsman.

#### 7.4.1.2 The customer experience contract

In 2017, the Group put together a programme to transform the customer experience to ensure all business units were on the same page on these issues. The process hinged on strong involvement by customers and La Poste employees: 3,000 customers were interviewed and over 90,000 La Poste employees made in excess of 32,000 contributions to improve the customer and employee experience as part of a collaborative effort. In 2018, the Services-Mail-Parcels business unit remained attentive to customer expectations in the context of the Customer Experience Agreement by way of customer focus groups.

Thus, in 2018, the programme was primarily structured around:

- the redefinition of product and service promises to minimise the gap between customer expectations and the reality of the service. In 2019, La Poste intends to rephrase its promises to ensure they are better understood by everyone;
- claims processing, with the trialling of "short-loop" claims processing (see below), a process that will be rolled out everywhere in 2019;
- the transformation of the service stance of postmen/women, underpinned by a joint training programme;
- the roll-out of new customer relations tools, which should be rolled out to all mail sites by end-2019.

#### 7.4.1.3 "Short-loop" processing of customer requests

With respect to claims processing, the Group found that a fast response by the teams themselves, either face-to-face or remotely, would result in a significant improvement in customer satisfaction.

##### For Mail-Parcels

The «short-loop processing» project took shape in 2018 by means of trials in three market areas in Normandy. Customers can raise any question or issue at their post office. A customer service manager will note it and forward it to the relevant Mail-Parcels site. Customers are then called back by an agent within 24 hours to determine how to restore the service, at most within 48 hours.

Note that at the end of 2018 this project was defined as the future standard for the processing of mail-parcel customer complaints. A pilot project will be conducted over 3 to 30 market areas in 2019. Citizen relationship management This will give face-to-face and remote teams a 360-degree view of all customer interactions.

### For banking activities

The banking advisor can decide to compensate customers for up to €20.

Groups of La Poste employees are working on an ongoing basis to define appropriate ways of rolling out the system.

The trials, which were very promising, gave rise to the decision to extend short-loop processing in 2019 to be generalised in 2020.

#### 7.4.1.4 The Bank and network's "Customer Priority" programme

The "Customer Priority" programme aims to turn La Banque Postale and the Network into customer focussed organisations. To this end, business units can capitalise on the work already done in terms of service-orientated attitude and customer experiences.

The "Customer Priority" programme is built around the following areas:

- accessibility and welcome: improving appointment scheduling, maintaining relationships in the event of a change in banking advisor;

- improving customer claims processing: broad-scale application in June 2018 of the ability for banking advisors to handle claims of up to €20 locally;
- listening to customers: updating and development of measurement systems, roll-out in 450 post offices of customer satisfaction survey terminals;
- listening to employees: development of measures with employees, measurement of the satisfaction of segments vis-a-vis other services, collaborative innovation;
- improving operational efficiency: improvement of customer pathways: entry into relation, daily banking operations, home loan, handling of mail-parcel pick-up;
- improving oversight of the customer experience operationally: establishment of regional customer committees and incorporation of the customer satisfaction component into Network and Mail-Parcel monthly market area meetings; training of the Customer experience function and of managers, development of financial centre and network synergies.

## 7.4.2 MEASURING CUSTOMER SATISFACTION

Le Groupe La Poste rolled out a series of customer satisfaction measurement mechanisms for each business unit and subsidiary. Certain strategic indicators have been included in the Chairman and Chief Executive Officer's roadmap since 2017. These indicators are:

- satisfaction measured upon leaving the post office. It stayed at 95% in 2018<sup>(1)</sup>;
- the recommendation rate (or NPS, net promoter score) of the Services-Mail-Parcels business unit.

In 2018, the Services-Mail-Parcels business unit tested two new mechanisms for measuring NPS on an ongoing basis:

- for the delivery of letters;
- for the delivery of parcels requiring signature.

These measurements come on top of the existing measurement for the following services:

- second delivery on D+1 and chosen date of Tracked letters and parcels;

- mobility range (temporary & permanent forwarding, mail holding and poste restante);
- digital identity;
- shipping parcels from mailboxes;
- parcel delivery (measurement is done during the peak November to December period).

The Network and La Banque Postale also added to their customer satisfaction measurement system, with the introduction of customer satisfaction surveys:

- for all types of La Poste retail outlets (local postal agencies, rural and urban "La Poste Relais" outlets, public service areas);
- regarding the processing of banking claims dealt with in the financial centres;
- of customers having taken out a home loan.

(1) The IPSOS survey is done twice a year (April and November). 3,000 face-to-face interviews upon coming out of post offices.

### 7.4.3 ACTIVITY OF LA POSTE'S OMBUDSMAN IN 2018

Le Groupe La Poste's ombudsman is an impartial third party. Appointed upon a proposal by the Group's Chairman by a joint collegiate body, s/he acts independently from the business units and subsidiaries. In May 2016, the French ombudsman control and assessment commission (CECM), which is independent of the Group, added the La Poste ombudsman to the list of ombudsmen provided for in Article L. 615-1 of the French Consumer Code. In addition, it notified the European Commission of this, as Le Groupe La Poste consumer ombudsman.

The ombudsman gets involved at the request of customers to seek resolutions in unresolved disputes between La Poste and its customers with respect to:

- mail;
- parcel;
- financial services;
- post office network.

This mediation service covers all the products and services of La Poste (Group, business units and subsidiaries), including new services. In the case of financial products and services, s/he acts as La Banque Postale ombudsman.

His/her work is governed by the principles set out in the Le Groupe La Poste Ombudsman's Charter. This Charter builds on the provisions of:

- order no. 2015-1033 of 20 August 2015 on alternate dispute resolution of consumer disputes;

- decree no. 2015-1382 on mediation of consumer disputes;
- decree no. 2015-1607;
- Titles III, VI, VII of the French Monetary and Financial Code;
- Article 1-1-18 of the French Postal and Electronic Communications Code.

This Ombudsman's Charter is a core element of the dispute prevention system, no less so than the Group's Code of Conduct, risk mapping, training programme, whistleblowing process and recommendations for business units.

Applying environmental, social and governance criteria and measuring the societal impact of La Poste's products and services are topics discussed among the ombudsman and national consumer organisations.

In 2018, Le Groupe La Poste's ombudsman received 14,450 requests for mediation services, following which 3,668 cases were opened. Each case is carefully studied and, if it meets the criteria, the ombudsman provides mediation services. For cases that are not eligible, the customer receives an acknowledgement of receipt and a referral to the relevant postal service department for handling. The proportion of cases that are eligible to the total number of open cases was from 25% in 2018. It remained stable compared with 2017. 3,753 opinions were issued in 2018. All issued opinions were systematically applied by the relevant Le Groupe La Poste business unit.

## 7.5 Appendice

### ACCESSIBILITY

GRI	Indicator	Scope	Unit	2016	2017	2018
203-2	Cash machines (ATMs) that are accessible or located in a post office with at least one cash machine on the building's facade.	LBP	Number	7,523	7,720	<b>7,765</b>
203-2			%	99	99	<b>98</b>
203-2	Accessibility (L2014)	LGLP	%	53	52	<b>53</b>
203-2	Accessibility (L2014) of public access buildings	LGLP	Number	5,989	5,397	<b>5,397</b>
203-2	Franking machines adapted for use by the visually impaired	La Poste Network	Number	7,453	7,341	<b>7,448</b>
413-1	Personal microloans disbursed	La Banque Postale	Number	2,226	2,114	<b>1,943</b>
413-1	Microloan partnerships supported	La Banque Postale	Number		146	
413-1	Customers supported by L'Appui	La Banque Postale	Number	14,691	15,425	<b>12,321</b>
413-1	Silver economy revenue	La Poste	Millions euros	4	71	<b>137</b>
413-1	Services to individuals - Proxi revenue	LGLP	Number in millions	19	34	<b>58</b>
413-1	Livret A passbook accounts holding assets of less than €150	La Banque Postale	%	51	51	<b>51</b>
413-1	Livret A passbook accounts	La Banque Postale	Number in millions		15.5	<b>15.3</b>

### CUSTOMER SATISFACTION

GRI	Indicator	Scope	Unit	2016	2017	2018
102-43 ; 102-44	Overall satisfaction rating of French people using the network	La Poste	%	95	95	<b>95</b>
102-43 ; 102-44	Opinions issued by the Group ombudsman	LGLP	Number		3,679	<b>3,753</b>

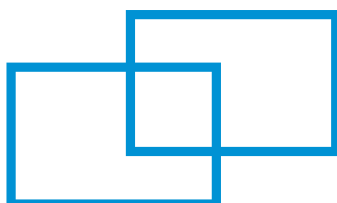
### SOLIDARITY

GRI	Indicator	Scope	Unit	2016	2017	2018
203-1	Employees who have volunteered their time and skills to support an educational or socio-economic project	La Poste	Number	1,000		
203-1	Financed initiatives	La Fondation La Poste	Number	108	94	<b>103</b>
201-1	SRI assets under management	La Banque Postale	Billion euros	97,2	109,1	<b>115.1</b>
201-1	<i>of which high-impact SRI assets</i>	La Banque Postale	Billion euros	2,20	3,09	<b>10.6</b>
305	Voluntary compensation of emissions	LGLP	Tonnes of CO2e	1,486,746	1,460,000	<b>1,569,539</b>



# APPENDICES

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8.2	Methodological appendix	189
8.3	Glossary	192



## 8.1 GRI standard reference index

### ARTICLES L225-102-1 AND R225-105 OF THE FRENCH COMMERCIAL, GLOBAL COMPACT COP AND SDGS

Please note that the consolidated statement of non-financial performance for the financial year ended on 31 December 2018 is presented in the Company's management report, pursuant to the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

RD = Registration document / CSR = CSR report / LGLP = Le Groupe La Poste / LBP = La Banque Postale / LP = La Poste (parenty company) / N/A = Not applicable / N.A. = Not available / N.D. = Not disclosed

LE GROUPE LA POSTE		GRI REFERENCE			CROSS-REFERENCE TABLE			
Headings GRI No.		Scope	CSR pages	Chapter	R225-105	Global Compact (relevant criteria)	SDG	CDP 2017 Climate Change
<b>GENERAL STANDARD DISCLOSURES</b>								
<b>1. STRATEGY AND ANALYSIS</b>								
102-14 (G4-1)	CEO's statement on the sustainable development and Group strategy	LGLP	2		II.2.a			2.2 - 2.2a 3.1 - 3.1e
102-15 (G4-2)	Description of key impacts, risks and opportunities	LGLP	14; 34-60	1, 2 DR A1 p. 486	II.2.a			2.1 - 2.2 3.1.a 5.1 - 6.1
<b>2. ORGANISATIONAL PROFILE</b>								
102-1 (G4-3)	Name of the organisation	LGLP	6	1	II.2.a			
102-2 (G4-4)	Primary brands, products and services	LGLP	7-8	1	I.1, II.2.a, II.3.b			
102-3 (G4-5)	Location of headquarters	LGLP	6	1	I.1, II.2.a, II.3.b	---		
102-4 (G4-6)	Locations of operations	LGLP	6	1	I.1, II.2.a, II.3.b	---		
102-5 (G4-7)	Ownership and legal form	LGLP	6	1	I.1, II.2.a, II.3.b	---		
102-6 (G4-8)	Markets served	LGLP	6	1	I.1, II.2.a, II.3.b	---		
102-7 (G4-9)	Scale of the organisation	LGLP	6	1	I.1, II.2.a, II.3.b	---		
102-8 (G4-10)	Breakdown of the workforce	LP and LGLP	137-162	6	II.A.1.a	6 to 8	8	
102-41 (G4-11)	Employees covered by collective bargaining agreements	LGLP	155	6	II.A.1.d	6 to 8	8	
102-9 (G4-12)	Supply chain	LGLP	37-40	2, 3	I, II.2.a, II.3.a	---	12	
102-10 (G4-13)	Significant changes during the reporting period	LGLP	14	1	II.A.3.b	2		

LE GROUPE LA POSTE		GRI REFERENCE			CROSS-REFERENCE TABLE			
Headings GRI No.		Scope	CSR pages	Chapter	R225-105	Global Compact (relevant criteria)	SDG	CDP 2017 Climate Change
<b>Commitments to external initiatives</b>								
102-11 (G4-14)	Precautionary principle or approach	LGLP and LBP	28	1	I.2	1		
102-12 (G4-15)	External charters, principles or other initiatives	LGLP	42	2	I.3	1 to 21		2.3 - 2.3c
102-13 (G4-16)	Membership of associations or advocacy organisations	LGLP	44	2	I.3	15 to 17		
<b>3. IDENTIFIED MATERIAL ASPECTS AND SCOPE</b>								
102-45 (G4-17)	Entities included in the consolidated financial statements	LGLP	6	DR 5, 10, 20	I,II.2.a, II.3.a	---		
102-46 (G4-18)	Process for defining the report's content	LGLP	47	2		---		
102-47 (G4-19)	Material aspects	LGLP	47	2	I.3, II	---		
103-1 (G4-20)	Aspect boundary within the organisation for each material aspect	LGLP	47	2	I.1,I.3	---		8.4 - 8.4.a
102-48 (G4-22)	Restatements of information	LGLP	189	8		---		
102-49 (G4-23)	Changes in reporting field and scope	N/A	189	8	I	---		
<b>4. STAKEHOLDER ENGAGEMENT</b>								
<b>Stakeholder engagement</b>								
102-40 (G4-24)	List of stakeholder groups	LGLP	36-40	2	II.A.3.a	21	17	
102-42 (G4-25)	Identifying and selecting stakeholders	LGLP	36	2	II.A.3.a	21	17	
102-43 (G4-26)	Approach to stakeholder engagement	LGLP	36-40	2	II.A.3.a	21	17	
102-44 (G4-27)	Key topics and concerns raised	LGLP	46-47	2	II.A.3.a	21	17	
<b>5. REPORT PROFILE</b>								
102-50 (G4-28)	Reporting period	LGLP	189	8	---	---		
102-51 (G4-29)	Date of most recent report	LGLP	189	8	---	---		
102-52 (G4-30)	Reporting cycle	LGLP	189	8	---	---		
102-53 (G4-31)	Contact point for questions regarding the report	LGLP	200	2	---	---		

LE GROUPE LA POSTE		GRI REFERENCE			CROSS-REFERENCE TABLE			
Headings GRI No.		Scope	CSR pages	Chapter	R225-105	Global Compact (relevant criteria)	SDG	CDP 2017 Climate Change
<b>GRI content index</b>								
102-54 (G4-32 a)	"In accordance" option chosen by the organisation for the GRI4 index	LGLP	180	8		---		8.6 - 8.6a - 8.7 - 8.7a - 8.8 - 14.2 - 14.2a
102-55 (G4-32 b)	GRI content index	LGLP	180-188	8				
102-55 (G4-32 b)	External assurance	LGLP		DR A1				
<b>External assurance</b>								
102-56 (G4-33)	External assurance for report	LGLP		DR A1		1, 20		8.6 - 8.6a - 8.7 - 8.7a - 8.8 - 14.2 - 14.2a
<b>6. GOVERNANCE</b>								
<b>Governance structure and composition</b>								
102-18 (G4-34)	Governance structure	LGLP	18-29; 57	1, 2	I	1, 20	5,16	1.1 - 1.1a
102-19 (G4-35)	Delegating authority for CSR	LGLP	57-58	2	---	---	5,16	
102-20 (G4-36)	Executive-level responsibility for economic, environmental, and social topics	LGLP	57	2	---	---	5,16	1.1a
102-21 (G4-37)	Consulting stakeholders on economic, environmental, and social topics	LGLP	36-41; 47	2	I.1, II.A.3.a	---	5,16	
102-22 (G4-38)	Composition of the Board of Directors and its committees	LGLP	20	1, 2	---	---	5,16	
102-23 (G4-39)	Specify CEO's involvement in highest governance body and his/her functions	LGLP	18	1	---	---	5,16	
102-24 (G4-40)	Nominating and selecting the highest governance body and its committees	LGLP	20	2 DR 14	---	1, 20	5,16	
102-25 (G4-41)	Report whether conflicts of interest are disclosed to stakeholders	LGLP		DR 14	I.1, II.A.3.a	1, 2, 20	5,16	
<b>Role of highest governance body in setting purpose, values, and strategy</b>								
102-26 (G4-42)	Board's and senior executives' roles in CSR			DR 14	I	---		
<b>Highest governance body's competencies and performance evaluation</b>								
102-27 (G4-43)	Measures taken to develop and enhance collective knowledge				II.A.1.e	---		
102-28 (G4-44)	Evaluating the Board's performance on CSR criteria	LGLP	21	1	II.A.1.a	1		
<b>Highest governance body's role in risk management</b>								
102-29 (G4-45)	Highest governance body's role	LGLP	21	1, 2	I	1, 20		2.1 - 2.1a, b c
102-30 (G4-46)	Highest governance body's role in reviewing the effectiveness of risk management processes	LGLP		1 DR 9	I	---		2.1 - 2.1a, b c
102-31 (G4-47)	Frequency of the review of impacts, risks and opportunities	LGLP	21	DR 9	I	1, 20		2.1 - 2.1a, b c

LE GROUPE LA POSTE		GRI REFERENCE			CROSS-REFERENCE TABLE			
Headings GRI No.		Scope	CSR pages	Chapter	R225-105	Global Compact (relevant criteria)	SDG	CDP 2017 Climate Change
<b>Highest governance body's role in sustainability reporting</b>								
102-32 (G4-48)	Report the highest committee or position that formally reviews and approves the organisation's sustainability report	LGLP	58	2	---	---		
<b>Highest governance body's role in evaluating economic, environmental and social performance</b>								
102-33 (G4-49)	Communicating critical concerns to the highest governance body			2	i	---		
102-34 (G4-50)	Nature and total number of critical concerns	LGLP		1	---	---		
<b>Remuneration and incentives</b>								
102-35 (G4-51)	Remuneration policies for the highest governance body and senior executives	LGLP	21	1	II.A.1.a	1, 20	5	1.2 - 1.2a
102-36 (G4-52)	Process for determining remuneration	LGLP	21	1	II.A.1.a	---	16	
102-37 (G4-53)	Stakeholder involvement in determining remuneration			1	---	---	16	
102-38 (G4-54)	Ratio of the annual total compensation for the organisation's highest-paid individual	LGLP	21; 160	6	---	---	16	
102-39 (G4-55)	Ratio of percentage increase in annual total compensation for the organisation's highest-paid individual			DR 6	---	---	16	
<b>7. ETHICS AND INTEGRITY</b>								
102-16 (G4-56)	Code of conduct	LGLP	22-29	1	II.A.3.c	12	16	
102-17 (G4-57)	Helplines and advice lines for employees	LGLP	22-29	1	---	---		
102-17 (G4-58)	Whistleblowing mechanism	LGLP	22-29	1	I.2	---		
<b>ECONOMY</b>								
<b>Economic performance</b>								
201-1 (G4-EC1)	Direct economic value generated and distributed	LGLP	7	1 DR 5	I	15, 16	1, 3, 4, 5, 7, 8, 10, 11, 12, 13, 16	
201-2 (G4-EC2)	Financial implications and other risks and opportunities due to climate change	LGLP	107-122	5 DR A1	II.A.2.a	15, 16	12, 13	5.1 - 5.1a,b,c 6.1a,b,c
201-3 (G4-EC3)	Coverage of defined benefit plan obligations	LGLP	149	6	---	15, 16		
201-4 (G4-EC4)	Financial assistance received from government	LGLP	9	1	---	15, 16		
<b>Indirect economic impacts</b>								
203-1 (G4-EC7)	Infrastructure investments and services supported	LGLP			II.A.3.a	15, 16	1, 4, 5, 11, 12, 13	
203-2 (G4-EC8)	Significant indirect economic impacts	LGLP	74	3	II.A.3.a	15, 16	1, 3, 4, 5, 7, 8, 10, 11, 12, 13, 16	
<b>Procurement practices</b>								
204-1 (G4-EC9)	Proportion of spending on local suppliers	LGLP	74	3	II.A.3.a, II.A.3.b	15, 16	1,8,10,12,16	

LE GROUPE LA POSTE		GRI REFERENCE			CROSS-REFERENCE TABLE			
Headings GRI No.		Scope	CSR pages	Chapter	R225-105	Global Compact (relevant criteria)	SDG	CDP 2017 Climate Change
<b>ENVIRONMENT</b>								
<b>Materials</b>								
301-1 (G4-EN1)	Materials used by weight or volume	LGLP	107-122	5	II.A.2.c.ii	11	12	
301-2 (G4-EN2)	Percentage of recycled input materials used	N/A	124	5	II.A.2.c.ii	11	12	
<b>Energy</b>								
302-1 (G4-EN3)	Energy consumption within the organisation (Scope 1)	LGLP	132	5	I.2.c.ii.3	11	7,12,13	11.2- 11.3 - 11.3a - 11.4 -11.5
302-2 (G4-EN4)	Energy consumption outside the organisation	LGLP		5	I.2.c.ii.3	11	7,12,13	
302-3 (G4-EN5)	Energy intensity	LGLP	107-122	5	---	11	7,12,13	
302-4 (G4-EN6)	Reduction of energy consumption	LGLP	107-122	5	II.A.2.c.ii	11	7,11,12,13	
302-5 (G4-EN7)	Reduction in energy requirements of products and services	LGLP	107-122	5, 7	II.A.2.c.ii	10	9,12	3.2 - 3.2a
<b>Water</b>								
303-1	Interactions with water as a shared resource	LGLP			II.A.2.c.ii	11	6	
303-2	Management of water discharge related impacts	N/A			II.A.2.c.ii	11	6	
303-3	Water withdrawal	N/A			II.A.2.c.ii	11	6	
303-4	Water discharge	N/A						
303-5	Water consumption	LGLP		5				
<b>Biodiversity</b>								
304-1 (G4-EN11)	Sites in, or adjacent to, protected areas and areas of high biodiversity value	N.D.			II.A.2.e	10	6,15	
304-2 (G4-EN12)	Significant impacts on biodiversity	N/A			II.A.2.e	9	6,15	
304-3 (G4-EN13)	Habitats protected or restored	N/A			II.A.2.e	9	6,15	
304-4 (G4-EN14)	Total number of IUCN red list species	N/A			II.A.2.e	11	6,15	
<b>Emissions</b>								
305-1 (G4-EN15)	Direct (Scope 1) greenhouse gas emissions	LGLP	132-136	5	II.A.2.d	11	3, 11, 12, 13, 15	7.1- 7.2 - 7.2a - 7.3 - 7.4 - 8.1- 8.2 - 8.5 - 8.9 - 8.9a - 9.1 - 9.1a- 9.2 - 9.2a,c,d

LE GROUPE LA POSTE		GRI REFERENCE			CROSS-REFERENCE TABLE			
Headings GRI No.		Scope	CSR pages	Chapter	R225-105	Global Compact (relevant criteria)	SDG	CDP 2017 Climate Change
305-2 (G4-EN16)	Energy indirect (Scope 2) GHG emissions	LGLP	132-136	5	II.A.2.d	11	3, 11, 12, 13, 15	7.1 - 7.2 - 7.2a - 7.3 - 7.4 - 8.1 - 8.5 - 8.3 - 8.3a - 10.1 - 10.1a - 10.2 and 10.2a,c
305-3 (G4-EN17)	Other indirect (Scope 3) GHG emissions	LGLP	132-136	5	II.A.2.d	11	3, 11, 12, 13, 15	8.9 - 8.9a 14.1
305-4 (G4-EN18)	Greenhouse gas emissions intensity	LGLP	132-136	5	II.A.2.d	9, 11	3, 11, 12, 13, 15	12.2 - 12.3
305-5 (G4-EN19)	Reduction of greenhouse gas emissions	LGLP	132-136	5	II.A.2.d	11	3, 11, 12, 13, 15	3.1b - 3.3a - 12.1 - 12.1a - 14.3 - CC14.3a
305-6 (G4-EN20)	Emissions of ozone-depleting substances (ODS)	N.D.			II.A.2.b	11	3, 11, 12, 13, 15	
305-7 (G4-EN21)	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	LGLP	132-136	5	II.A.2.b	11	3, 11, 12, 13, 15	
<b>Effluent and waste</b>								
306-1 (G4-EN22)	Total water discharge by quality and destination	N/A			II.A.2.b	11	6,14,15	
306-2 (G4-EN23)	Waste by type and treatment method	N.D.			II.A.2.c.i	11	3,6,12,15	
306-3 (G4-EN24)	Significant spills	N/A			II.A.2.b	11	3,6,12,15	
306-4 (G4-EN25)	Hazardous waste	N/A			II.A.2.a, II.A.2.c.i	11	3,6,12,15	
<b>Products and services</b>								
301-3 G4-EN28	Percentage of products sold and their packaging materials that are reclaimed	N.D.			II.A.2.c.i, II.A.2.c.ii	11	12,15	
<b>Compliance</b>								
307-1 (G4-EN29)	Significant fines and total number of non-monetary penalties	LGLP			---	11		
<b>Supplier environmental assessment</b>								
308-1 (G4-EN32)	New suppliers that were screened using environmental criteria	N.D.			II.A.3.b	---	11,12,13	
308-2 (G4-EN33)	Negative environmental impacts in the supply chain	LGLP			II.A.3.b	---	11,12,13	
<b>SOCIAL</b>								
<b>Labour and decent work practices</b>								
<b>Employment</b>								
401-1 (G4-LA1)	New employee hires and employee turnover	LGLP	159-162	6	II.A.1.a, II.B.2.a		6 to 8	5,8

LE GROUPE LA POSTE		GRI REFERENCE			CROSS-REFERENCE TABLE			
Headings GRI No.		Scope	CSR pages	Chapter	R225-105	Global Compact (relevant criteria)	SDG	CDP 2017 Climate Change
401-2 (G4-LA2)	Benefits provided to full-time employees	LGLP		6	---	6 to 8	5,8	
401-3 (G4-LA3)	Return to work and retention rates after parental leave	N.D.			II.A.1.f	6 to 8	5,8	
<b>Labour/management relations - Management approach</b>								
402-1 (G4-LA4)	Minimum notice periods regarding operational changes	N.D.			II.A.1.d	6 to 8	5,8	
<b>Occupational health and safety</b>								
403-1	Occupational health and safety management system		150-153	6, 3 DR A1				
403-2	Hazard identification, risk assessment and incident investigation		150-153	6				
403-3	Occupational health services		150-153	6				
403-4	Worker participation, consultation, and communication on occupational health and safety		150-153	6				
403-5	Worker training on occupational health and safety		150-153	6				
403-6	Promotion of worker health		150-153	6				
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		150-153	6				
403-8	Workers covered by an occupational health and safety management system		150-153	6				
403-9	Accidents at work		150-153	6				
403-10	Occupational illnesses		150-153	6				
<b>Training and education</b>								
404-1 (G4-LA9)	Average hours of training per year per employee	LGLP	144-145	6	II.A.1.e	6 to 8	4,5,8	
404-2 (G4-LA10)	Programs for upgrading employee skills and learning programmes	LGLP	144-145	6	II.A.1.e	6 to 8	4,5,8	
404-3 (G4-LA11)	Percentage of employees receiving regular performance and career development reviews	N.D.		6	II.A.1.e	6 to 8	4,5,8	
<b>Diversity and equal opportunity</b>								
405-1 (G4-LA12)	Composition of governance bodies and indicators of diversity	LGLP	18; 147-149	1 DR 14	II.A.1.f	6 to 8	5,8,16	
<b>Equal remuneration for women and men</b>								
405-2 (G4-LA13)	Ratio of basic salary and remuneration of women to men	LGLP		6	II.A.1.a, II.A.1.f	6 to 8	5,8,10	
<b>Supplier assessment for labour practices</b>								
414-1 (G4-LA14)	New suppliers that were screened using CSR criteria	N.D.			II.A.3.b	---	5,8,16	
414-2 (G4-LA15)	Negative human rights impacts in the supply chain and actions taken	N.D.			II.A.3.b	---	5,8,16	

LE GROUPE LA POSTE		GRI REFERENCE			CROSS-REFERENCE TABLE			
Headings GRI No.		Scope	CSR pages	Chapter	R225-105	Global Compact (relevant criteria)	SDG	CDP 2017 Climate Change
<b>HUMAN RIGHTS</b>								
Human rights								
Investment								
412-3 (G4-HR1)	Number of significant investment agreements and contracts that include human rights clauses ND or that underwent human rights screening	N.D.			II.B.1, II.B.2	3 to 5	16	
412-2 (G4-HR2)	Total hours of employee training on human rights policies or procedures concerning aspects of human rights	N.D.			II.A.1.e, II.B.1, II.B.2	3 to 5	16	
Non-discrimination								
406-1 (G4-HR3)	Total number of incidents of discrimination and corrective actions taken	LGLP			II.A.1.f, II.B.2.a	3 to 5	16	
Freedom of association and collective bargaining								
407-1 (G4-HR4)	Freedom of association and collective bargaining	N.D.			II.A.1.d, II.B.2.b	3 to 5	8,16	
Child labour								
408-1 (G4-HR5)	Operations and suppliers identified as having significant risk for incidents of child labour, and actions taken	NA			II.A.3.a, II.A.3.b, II.B.2.a	3 to 5	8,16	
Forced or compulsory labour								
409-1 (G4-HR6)	Operations and suppliers identified as having significant risk for incidents of forced labour, and actions taken	N.D.			II.A.3.a, II.A.3.b, II.B.2.a	3 to 5	8,12,16	
Security practices								
410-1 (G4-HR7)	Security personnel trained in human rights	N.D.			II.B.2.e	3 to 5	16	
Indigenous rights								
411-1 (G4-HR8)	Number of incidents of violations involving rights of indigenous peoples and actions taken	N/A			II.A.3.a, II.B.2.e	3 to 5	16	
Assessment								
412-1 (G4-HR9)	Operations that have been subject to human rights reviews or impact assessments	N.D.			II.B.2.e	3 to 5	16	
Supplier human rights assessment								
414-1 (G4-HR10)	New suppliers that were screened using human rights criteria	N.D.			II.A.3.b, II.B.3.b	---	12,16	
414-2 (G4-HR11)	Negative human rights impacts in the supply chain and actions taken	N.D.			I.1, II.B.3.b	---	8,12,16	
Human right grievances mechanisms								
103-2 (G4-HR12)	Number of grievances about human rights impacts filed, addressed, and resolved	N.D.			I.1, II.B.3.b	3 to 5	8,12,16	
<b>SOCIETY</b>								
Local communities								
413-1 (G4-S01)	Operations with local community engagement, impact assessments, and development programs	LGLP	74; 117-118	3, 7	II.A.3.a	12 to 14	1,2,3,4,5,8	
413-2 (G4-S02)	Operations with significant actual and potential negative impacts on local communities	LGLP		3, 7	II.A.3.a	12 to 14	1,2,3,4,5,8	

LE GROUPE LA POSTE		GRI REFERENCE			CROSS-REFERENCE TABLE			
Headings GRI No.		Scope	CSR pages	Chapter	R225-105	Global Compact (relevant criteria)	SDG	CDP 2017 Climate Change
<b>Anti-corruption</b>								
205-1 (G4-S03)	Operations assessed for risks related to corruption	N.D.			II.B.1	12 to 14	16	
205-2 (G4-S04)	Communication and training on anti corruption policies and procedures	LGLP	25-27	1 DR A1	II.B.1	12 to 14	16	
205-3 (G4-S05)	Confirmed incidents of corruption and actions taken	LGLP			II.B.1	12 to 14	16	
<b>Public policy</b>								
415-1 (G4-S06)	Total value of political contributions	N/A			---	12 to 14	16	
<b>Anti-competitive behaviour</b>								
206-1 (G4-S07)	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes				---	12 to 14	16	
<b>Compliance</b>								
419-1 (G4-S08)	Significant fines and number of non-monetary sanctions for non-compliance with laws and regulations	N.D.			---	12 to 14	16	
<b>Supplier assessment for impacts on society</b>								
414-1 (G4-S09)	New suppliers that were screened using social criteria	N.D.			II.A.3.b	---	8,12	
414-2 (G4-S010)	Negative impacts on society in the supply chain and actions taken	N.D.			II.A.3.b	---	8,12	
<b>PRODUCT RESPONSIBILITY</b>								
<b>Customer health and safety</b>								
416-1 (G4-PR1)	Significant product and service categories for which health and safety impacts are assessed for improvement	N.D.			II.A.3.c	---	3	
416-2 (G4-PR2)	Number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services	N.D.			II.A.3.c	---	3	
<b>Product and service labelling</b>								
417-1 (G4-PR3)	Type of product and service information required by the organisation's procedures for product and service information and labelling, and percentage of significant product and service categories subject to such information requirements	LGLP			II.A.3.c	---	12	
417-2 (G4-PR4)	Number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling	LGLP			II.A.3.c	---	12	
102-43	Results of surveys measuring customer satisfaction	LGLP		7	---	---		
<b>Communication, marketing</b>								
417-3 (G4-PR7)	Number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications	LGLP			II.A.3.c	---	16	
<b>Customer privacy</b>								
418-1 (G4-PR8)	Number of substantiated complaints regarding breaches of customer privacy and losses of customer data	LGLP			II.A.3.c	---	16	
419-1 (G4-PR9)	Value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	N.D.			II.A.3.c	---	16	

## 8.2 Methodological appendix

### References

The Group's corporate social responsibility reporting process was led in accordance with the provisions set forth in Articles L. 225-102-1 and R. 225-104 to R. 225-105 of the French Commercial Code.

The social indicators are developed in accordance with the methodology used for the social report.

The environmental indicators are based on recognised guidelines:

- national guidelines:
  - ADEME carbon footprint methodology tool, to calculate emissions of most energy, excluding electricity abroad,
  - emissions factors and other sources from the Base Carbone;
- international guidelines:
  - GHG Protocol, to define scopes 1, 2, 3,
  - Global Reporting Initiative (GRI) sustainable development reporting guidelines,
  - consumption or emissions factors provided by the International Energy Agency (2016 report) to calculate emissions related to electricity consumption abroad (average over the last three years);
- specific cases:
  - renewable electricity emission factors:
    - emission factors in CO<sub>2</sub> equivalent relating to the consumption of renewable electricity are provided directly by electricity suppliers,
    - if not, the factor applied corresponds to the average emission factor of the country consuming the electricity's renewable energy mix.

### Reference period

The 2018 social reporting reference period was based on a calendar year (from 1 January to 31 December 2018) to ensure consistency with French regulations and the social report for French corporations.

The environmental reporting reference period was created on a year-on-year basis from December 2017 to the end of

November 2018, with the exception of paper consumption and number of vehicles (31 December 2018).

### Scope of reporting

The Group has chosen to communicate at the La Poste level (which does not produce its own report) and at the Group level. The data concerning financial services are included in La Banque Postale's data in this report.

The scope of social indicators has been expanded to French express courier companies since 2015 (GeoPost, DPD France and Chronopost companies). Since 2016, social indicators have been provided for all the Group's French subsidiaries.

Since 2014, the most significant environmental indicators apply to the express courier companies within GeoPost: energy consumption of buildings and greenhouse gas emissions from transport and buildings. Since the 2016 fiscal year, these indicators have been expanded to include all Group companies (including international subsidiaries).

The other Group subsidiaries are undertaking measures to harmonise non-financial reporting indicators and schedules, as well as computerisation projects, which will broaden the scope of consolidation over the coming years.

### Extrapolating indicators

In order to assuage concerns regarding reporting consistency with the scope of consolidation of Group entities, the Group has extrapolated companies not yet included in the reporting starting with the 2016 financial year at the consolidated Group data level. Data is extrapolated by either using a ratio of greenhouse gas emissions per parcel for GeoPost, or, if that is not possible, by using a ratio of CO<sub>2</sub> keq per €1,000 in revenue. Typically, the extrapolated data is included in type 3 in the Group emissions table and is not included in the total emissions graphic. The change in the extrapolated issues between 2016 and 2017 is attributable primarily to the acquisitions that were carried out.

For 2018, data on paper consumption and responsible paper use were confined to La Poste's Purchasing Department (DAPD), which represented approximately 31% of the reported paper consumption, due to unavailability at the time of publication of certain data from suppliers outside the Group. The data will be updated next year.

## Indicator coverage rates

The coverage rates of the indicators for the different scopes of publication are described below. The ratios are made for fully consolidated companies.

Scope of indicators		% of consolidated Group revenue	% of Group employees (in full-time equivalent)
Scope of Group commitment by 2020 (environment)		42	74
La Poste	Environmental indicators	94	94
The Group excluding subsidiaries abroad	Social indicators	75	85
Le Groupe La Poste	Energy consumption of buildings GHG emissions related to transport and buildings	100	100

The scope of the social indicators is described in Chapter 6.

## Protocol

The indicators are described in a detailed reporting memorandum drawn up by the Group's Social Responsibility Department, which is in charge of the reporting process. This memorandum specifies the definition of the indicators, the methods for gathering and calculating the information, the estimates or extrapolations made, if necessary, the checks performed, and the data collection and approval responsibilities.

Company vehicles are included as of the 2016 fiscal year.

Business travel by employees using their own vehicle is excluded from the scope of the indicator.

GeoPost's environmental data on buildings' energy consumption and greenhouse gas emissions related to transportation and buildings are calculated over a rolling (fourth quarter 2017 to third quarter 2018) period.

## Environmental indicators

### Group objectives concerning the decline in GHG emissions

The scope of commitment mostly corresponds to greenhouse gas emissions of transportation related to mail, parcels, the Network, corporate and financial services as well as to corporate office (notwithstanding the principles set forth in the note on methodology), Digital Services activities and the buildings managed by the Poste Immo subsidiary. This relates to direct and indirect emissions from the consumption of electricity, hot or cold steam and emissions including transportation subcontractors and employee subcontracted business travel. Road transports, air transports, rail transports and maritime transports are taken into account.

### Buildings energy consumption

Types of energy taken into account are electricity, gas, domestic fuel, municipality heating, propane and GPM. They cover scopes 1, 2 and 3.

The reporting on the energy consumption of buildings was based on amounts invoiced from 1 December 2017 to 30 November 2018. The average prices used to convert these amounts into kilowatt-hours were obtained from the statistics databases, i.e. calculated from representative samples of invoices. For some buildings, consumption was extrapolated from the occupied surfaces.

The energy consumption of buildings disposed of during the year was not included.

Electricity consumption and related GHG emissions for electric vehicles are recognised at the building level.

### Greenhouse gas emissions

- Scope 1 and 2 GHG emissions, as defined by the GHG Protocol: direct and indirect emissions linked to the consumption of electricity, steam, heating or cooling.
- Scope 3 GHG emissions: mainly include transport subcontractors and business travel by employees.

Modes of transportation taken into account are road transport, rail transport, air transport and maritime transport. The distances for leased air transport capacity for foreign destinations and French overseas departments take stop-overs into account.

### Waste

The scope includes computer, safety/security and telecommunications equipment processed by companies specialised in recycling or reuse. Since 2014, the recovery rate has been extrapolated across the entire consolidation scope from results on materials that account for 94% of the total WEEE processed by specialised companies.

## Paper consumption

Products (stamps, *Prêt-à-Poster*, and other packaging offers), cardboard boxes, and mixed items like padded envelopes are not included in the scope of the indicator.

## Water consumption

A portion of the water consumption is estimated based on the expenses invoiced during the year and an average price.

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## Societal indicators

### Purchases

Purchases include all goods and services purchased externally (machinery and equipment, transport and logistics, IT, general costs, etc.) reported as non-current assets or expenses.

The amounts are calculated at cost for La Poste, and excluding tax for other Group entities.

The scope of commitment concerns La Poste and its subsidiaries Poste Immo and La Banque Postale. The regional impact (Group data) presents data from La Poste and its subsidiaries Poste Immo, La Banque Postale, Docaposte and Mediapost.

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## Employee indicators

### Occupational health and safety

Scope: Includes the La Poste parent company and the Group's subsidiaries in France, but not its subsidiaries abroad.

### Indicators

Number of days of absence due to work or commuting accidents or occupational illness: this indicator is calculated based on the number of individuals employed (excluding temporary contracts). The days of absence are counted in calendar days.

Frequency rate of accidents at work with time off: Number of accidents at work with time off (excluding commuting) per million hours worked. The hours worked are calculated on the basis of the

average workforce multiplied by the number of hours worked *per annum*. A new method was used to calculate the frequency rate in 2017, with calculation at 31 December, one month of consolidation and the inclusion of all contracts (excluding interns). The final figure for 2016 was arrived at using the new calculation method.

Severity of accidents at work with time off: Number of days off due to accidents at work (excluding commuting) per thousand hours worked. The days lost for accidents at work are counted in calendar days. The number of accidents at work with time off as well as the number of days off due to accidents were taken from the HR management systems on 31 December.

## Training

Scope: La Poste parent company and the French subsidiaries.

Total number of training hours: Total number of internal and external training hours taken by all employees (total headcount present during the year, including work-study students). This number does not include training provided within the framework of an individual employee training account, training sabbatical leave, the accreditation of work experience or skills audits. Courses are taken into account for the year in which they are completed.

Proportion of employees who took at least one training course during the year: the basis for this calculation is the average number of employees; it does not include employees who have been absent for over six months.

## Gender equality

Scope: Le Groupe La Poste (includes La Poste parent company and the Group's subsidiaries in France, but not subsidiaries abroad).

Indicators:

Proportion of women on the Management Committee: the members of the Management Committee hold strategic positions within La Poste and its French subsidiaries, as defined by the Group's Executive Committee.

The indicators published in Le Groupe La Poste's 2018 CSR Report are the same as those used in Le Groupe La Poste's 2018 Registration Document. The note on methodology used to calculate the indicators is presented on pages 499 to 501 of Le Groupe La Poste's 2018 Registration Document. Certain indicators presented in the CSR Report are checked by an Independent Verifier. The report by one of the Statutory Auditors, designated as the Independent Verifier, on consolidated social, societal and environmental information included in the management report is presented on pages 502 to 504 of Le Groupe La Poste's 2018 Registration Document.

## 8.3 Glossary

### Addressed mail

Type of targeted mail that includes a specific recipient and address (as opposed to unaddressed mail).

### Advertising mail

Mail that promotes a brand, its products or its services (may be addressed or unaddressed).

### AFEP-MEDEF

Two French employers' associations

### AMF

An association of French Mayors.

### AMRF

An association of French mayors from rural communities.

### ANEM

An association of French elected officials from mountainous regions.

### Arcep

French Authority for regulation of the electronic communications and postal sectors: an independent French administrative authority whose goal is to ensure that the postal market remains open and operational (issues authorisations to operate postal activities, issues opinions on rates and universal service quality objectives, and approves universal service rates).

### AVERE

An NGO that promotes the use of electric vehicles.

### BBC

A French building energy-efficiency standard.

### BREEAM

A method for evaluating a building's environmental performance, developed by the Building Research Establishment.

### BtoB

Business to Business: used to describe a business to business relationship.

### BtoC

Business to Consumer: used to describe a business to consumer relationship.

### CDDEEP

A sustainable development club for public sector companies and entities.

### CFDT

A French labour union.

### CFTC

A French labour union.

### CGC

A French labour union for management personnel.

### CGPME

An employers' association for small-and medium-sized companies.

### CGT

A French labour union.

### Circular economy

The purpose of the circular economy is to move from a model aimed at reducing impacts to a model aimed at creating value at a social, economic and environmental level (new design, production and consumption methods, prolonging duration of use, encouraging use over possession, reusing and recycling components).

### CNAF

National family allowance fund.

### CNAMTS

A national health insurance fund for salaried employees.

### CNAV

State pension fund.

### Cogas

Social Activities Guidance and Management Committee (Conseil d'orientation et de gestion des activités sociales): implements the employee policy defined by the Group, allocates the budget and controls its use within the framework of management shared with the trade unions.

### Comité 21

A French non-governmental organisation that promotes environmental awareness and sustainable development by bringing together four distinct groups: private-sector companies (from SMEs to multinationals); local authorities (from municipal to regional); NGOs (environmental, economic development, local solidarity, human rights, etc.); and institutions (universities and the media).

**Consumer**

An individual who purchases property, a product or a service for his or her own use (ISO 26000).

**COP21**

The 2015 Paris Climate Conference.

**Crowdfunding**

This term describes all financial transaction tools and methods used to raise funds from a large number of people to finance a project. This practice is primarily used on the Internet and has become popular thanks to social networks. This type of financing is a disintermediation process and contributions may come from private individuals or from companies, regardless of the type of business activity.

**CSR**

Corporate social responsibility. CSR has been defined by the Commission as "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis".

**Customer**

A private or public sector organisation or individual who/which purchases goods, products or services for a commercial purpose (ISO 26000).

**DEO**

Disabled employment obligation

**E2C**

An NGO that gives school-leavers a second chance.

**EA**

Companies and organisations that primarily employ people with disabilities.

**Eco-driving**

Style of driving based on using a vehicle modestly to limit CO2 emissions and fuel consumption.

**EFQM**

European Foundation for Quality Management.

**Employee**

An individual who is recognised as being in an "employment relationship" under national law or in actual practice (ISO 26000).

**EMS**

Energy management system

**Environment**

A natural functioning system that consists of air, water, soil, natural resources, flora, fauna, human beings, the space in which they live and their interactions (ISO 26000).

**EpE**

An employers' association that supports environmental causes.

**ERP**

A category of buildings that are accessible to the general public.

**Esat**

Companies and organisations that primarily employ people with disabilities.

**ESG**

Environmental, social and governance.

**FNE**

France Nature Environment, an NGO.

**FNH**

The Nicolas Hulot Foundation.

**FO**

Force ouvrière, a labour union.

**GDPR**

The General Data Protection

**Green IT**

Green IT is an ecoresponsible approach that seeks to reduce the ecological, economic and social impacts of information and communication technologies. It involves reducing the pollution and depletion of natural resources caused by the manufacturing and disposal of IT equipment, as well as the energy consumed during their useful life.

**HQE**

High environmental quality.

**HSWCC**

Health, safety and working conditions committee.

**Hub**

Concentration/dispatch platform for a national "region". The network, which includes the hubs, is arranged in the form of a "spider's web": all the express post collected during the day is consolidated in a hub, in general close to an airport, station or multimodal platform, before being redirected to depots or destination centres, or to another hub.

**Incubator**

Organisation that aids and supports business creation. Its primary function is to help those in charge of an innovative project in view of creating a company. Incubators mostly operate within the framework of projects associated with a technological innovation. They help those in charge of the project in the creation of a business plan, the filing of patents, etc. They provide them with premises, offices and help them to create a network.

**IMS**

A non-governmental organisation composed of companies that promote corporate social responsibility.

**IPC**

International Post Corporation. IPC is a cooperative association of post offices in Europe, North America and Asia-Pacific founded in 1989. Its main missions are to improve the quality of international service, conduct studies and research in the area of postal services and encourage discussion forums on postal issues.

**Items on hold**

Postal items awaiting pick-up at a retail outlet.

**“La Poste Relais” outlets (rural/urban)**

A retail outlet managed by a retailer that offers most postal services during extended business hours. This type of outlet helps keep shops in rural areas open. In urban areas, located in high-traffic locations such as train stations and supermarkets, La Poste Relais outlets put the most used postal services in the daily path of a large number of citizens.

**Last mile**

Last link in the logistics chain for a delivery. This phase ensures the individual shipping to companies as well as home delivery to consumers.

**Local and inter-communal postal agencies**

Retail outlets managed in partnership with the city hall or with a group of municipalities. Postal services are carried out in exchange for compensation

**NQT**

An urban youth employment NGO.

**OECD**

The Organisation for Economic Cooperation and Development.

**OHSC**

Occupational health and safety committee.

**Orée**

A multi-actor association created in 1992, bringing together more than 150 businesses, territorial authorities, trade and environmental associations, academic and institutional bodies, to develop best environmental practices and deploy practical tools for integrated environmental management on the regional and local levels.

**Organisation**

An entity or group of people and facilities with clear objectives and defined responsibilities, levels of authority and relationships (ISO 26000).

**Organisational governance**

A system by which an organisation makes and enforces the decisions necessary to achieve its objectives (ISO 26000).

**PCP**

Priority Joint Programme.

**PRM**

Person with reduced mobility

**Personal micro-credit**

Loan for consumers who wish to complete a project (excluding start-up), but who do not have access to traditional bank credit.

**Pickup Station**

Service to make parcels available in automated lockers (lockers located outside are accessible 24/7). As soon as the parcel is available, a text message and/or email are automatically sent to the recipient including a collection code. Recipients have three business days to pick up their parcel.

**Portage**

Delivery of print media by a deliverer to a subscriber's home or workplace, unlike press delivery. Portage also refers to the home delivery service for meals, shopping, and medicines.

**Postman-counter clerk**

A postman/postwoman who carries out all services related to the job of a postman (mail delivery, local services) as well as post office counter services. Postmen-counter clerks handle all La Poste service offerings (Mail, Parcel, Chronopost, La Banque Postale and La Poste Mobile pre-paid mobile phone refill cards).

**Products**

Something an organisation sells directly or includes in a service (ISO 26000).

**Public Service Agreement**

The Public Service Agreement between La Poste and the French State fixes the framework and the methods used to perform the public service missions entrusted to La Poste (delivery of mail/ parcels six days out of seven to all French homes, providing banking accessibility via La Banque Postale, contribution to regional planning through its postal coverage, transport and press delivery). The agreement currently in force covers the period between 2018 and 2022.

**RBR 2020**

A sustainable building regulation.

**Responsible development**

Le Groupe La Poste's approach to growth and business development, which addresses each aspect of corporate social responsibility.

**Responsible management**

An approach to management that engages managers beyond the "bottom line" and requires that they be accountable for working to achieve the best balance between the economic, social and environmental consequences of their decisions. This involves complying with the Group's values and being cooperative, innovative, attentive to the needs of all employees and supportive of gender equality.

**Responsible marketing**

Incorporates environmental, human resources and social concerns into marketing strategies and processes in order to progressively improve the environmental and social performance of the Group's products and services and promote responsible consumption as widely as possible.

**Responsible purchasing**

"Responsible purchasing takes social, environmental and economic responsibility concerns into account throughout the procurement process, in accordance with the principles of sustainable development, fair trade and optimum transparency" (source: AFNOR).

**Reverse logistics**

Reverse logistics, or return logistics, concerns managing flows from the consumer to the manufacturer (after-sales service, waste recycling, unsold goods management, etc.).

**Service**

The action of an organisation to satisfy a request or requirement (ISO 26000).

**Sharing economy**

An economic model where use is seen as more important than ownership (sharing, trading, bartering, selling, or renting). This practice is strongly tied to the surge in online trade.

**Silver economy**

Economy that serves senior citizens. It is intended to support a population with a growing life expectancy, which is creating new needs – particularly in the leisure, transport, food, safety, healthcare, household, shared housing, insurance, telephone assistance, Internet and sports sectors.

**Social responsibility of organisations (ISO 26000)**

The responsibility of an organisation for the impacts of its decisions and activities (which include its products, services and processes) on society and the environment, and which entails transparent and ethical behaviour that contributes to sustainable development, health and welfare of society, addresses the needs of stakeholders, complies with the law and is consistent with international norms of behaviour, is integrated throughout the organisation and observed in its relationships within the scope of the organisation's activities and sphere of influence.

**Social micro-credit**

Loan system that aims to promote the social and professional integration of disadvantaged consumers or those outside the banking system.

**Solidarity commitment**

For Le Groupe La Poste this means the joint engagement of La Poste and its employees in solidarity initiatives that are an extension of La Poste's activities and public service mission.

**Sphere of influence**

The scope or extent of political, contractual, economic or other relationships through which an organisation may affect the decisions or activities of other organisations or individuals (ISO 26000).

**SRI**

Socially responsible.

**SSE**

Social and solidarity economy.

**Stakeholder**

An individual or group that has an interest in an organisation's decisions or activities (ISO 26000).

**SUD**

A French labour union.

**Sustainable development**

“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (ISO 26000). It is an essential concept and objective for the entire planet.

**Tracking**

Service provided by express or rapid transportation carriers involving the computerised monitoring of an item's progress from collection to delivery. Transport companies try to offer as many tracking points as possible (usually at each reload). Electronic handsets, carried by drivers and delivery people, that enable customers to access information on final delivery.

**Territory**

A geographic area of any size, from a municipality to the entire planet.

**UDAF**

The department union of family associations.

**UNSA**

A French labour union.

**Urban logistics**

Method of shipping cargo flows entering, leaving and circulating in a city under the best conditions while taking many elements into consideration (habitat, economic activity, urban management, transportation, pollution and urban congestion, etc.)

**UPU**

The Universal Postal Union

**Value chain**

The sequence of activities or the participants in a process who/that either provide or receive value in the form of products or services (ISO 26000).

**Vulnerable group**

A group of individuals who have one or more characteristics in common on the basis of which they are discriminated against and suffer adverse social, economic, cultural, political or health-related consequences, and which prevent them from asserting their rights or from taking advantage of opportunities to which they are legally entitled (ISO 26000).

**WEEE**

Waste electrical and electronic equipment.

**Worker**

Anyone who performs a job or work of some type, either as an employee or as an independent contractor (ISO 26000).

**VAE**

Electric bike.

**WWF**

The World Wildlife Fund. A foundation that works to protect the environment.

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