

SPASER

Scheme for the Promotion
of Socially and Environmentally
Responsible Procurement

2026-2030

PROCUREMENT SERVING
SUSTAINABLE PERFORMANCE



LA POSTE
GROUPE

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Editorial



Delphine Saby,
Procurement Director, La Poste Groupe

*Procurement serving
sustainable performance* ”

In a context of transformation, marked by strong economic pressures, resource constraints and accelerating environmental and social transitions, procurement has a more **strategic role than ever before**. Through its economic weight, its ability to manage risks and support operational performance, procurement constitutes **a key lever** for the La Poste Groupe.

For La Poste, as a mission-led company, this conviction takes on particular significance. As a multi-business group, deeply rooted in local regions and a public service operator, we have **a responsibility to make procurement a driver of performance, resilience and positive impact**.

With this first **Scheme for the Promotion of Socially and Environmentally Responsible Procurement (SPASER)**, we are taking a new step forward. It reflects a clear ambition: **to make procurement a driver of sustainable value creation for the Group** by reconciling economic performance, ethical standards, social responsibility, environmental transition and support for local regions.

The SPASER sets a course, structures a roadmap and **makes visible commitments that are already deeply embedded within La Poste**. It demonstrates our determination to **manage these issues with rigour**, embed them over the long term and strengthen the strategic role of procurement in serving the Group's impact and performance.



An international, multi-activity and socially responsible group

La Poste Groupe is organised around three main businesses:

- logistics, mail and parcel delivery;
- bancassurance;
- trusted digital services.

Guided by La Poste's purpose and values, the Group supports major societal transitions by combining social utility, proximity and responsibility. Its ambition is to remain both sustainably profitable and responsible. Through the fulfilment of its public service missions and the implementation of its commitments as a mission-led company, it acts in the service of the common good.

In a rapidly changing world, La Poste Groupe continues its development with the objective of achieving **profitable and responsible growth in France and internationally**.

It bases its actions on a double materiality assessment of its activities. Updated in 2025, this assessment identified ten key sustainability issues, each supported by **three major extra-financial and economic performance challenges**:

- Acting for the planet (environmental performance);
- Acting with and for employees (social performance);
- Acting for society and the future of regions (societal performance).



Committed to environmental protection for more than twenty years, the Group acts across all levers, including its vehicle fleet, sustainable finance solutions and a more efficient use of resources. It also ensures respect for fundamental rights.

Across all its activities, the Group multiplies initiatives **to strengthen social bonds, promote inclusion and reduce disparities between regions**.

These commitments have been **recognised by extra-financial rating agencies**, which rank the Group among the highest-rated companies worldwide and highlight the robustness and credibility of its climate strategy.



For more information
about the Group's non-financial
performance, [click here](#).

These commitments are embedded in La Poste's Articles of Association, and their implementation is monitored by the Mission Committee, composed of qualified external experts and members of the Board of Directors.

Four public service missions entrusted by the French State:

- Universal postal service;
- Territorial presence and cohesion;
- Press transport and delivery;
- Accessible banking services.

Corporate purpose:

"Serving all, useful to everyone, La Poste is a people-oriented company with a local presence that develops exchanges and builds essential links by contributing to the common wealth of society as a whole."

Four voluntary commitments as a Mission-Led Company:

As a mission-led company since 2021, La Poste has defined four societal and environmental commitments aligned with its corporate purpose:

- Working to accelerate the environmental transition for all;
- Promoting ethical, inclusive and frugal digital services;
- Fostering social inclusion;
- Contributing to the development and cohesion of regions.



Responsible procurement

*A strategic lever for transformation,
performance and impact*

By combining **financial and extra-financial performance, sustainable value creation**, risk management, innovation and excellence in supplier relationships, procurement lies at the heart of the Group's overall performance.

With nearly **€17.9 billion in annual procurement expenditure¹** across the Group, procurement is a strategic lever for deploying **ESG commitments and policies** throughout the value chain. It also enables the Group to support suppliers and subcontractors in addressing their own transition challenges.

Strongly committed to sustainable procurement, the La Poste Groupe has structured a comprehensive **responsible procurement approach**.

The actions undertaken through La Poste's commitments were **recognised in 2023 with the award of "Supplier Relations and Responsible Purchasing Label" (RFAR)**, based on ISO 20400. This label demonstrates the maturity of **its approach and its commitment to building long-term supplier relationships founded on fairness, transparency and trust**.



For more information
about the La Poste Groupe's
responsible procurement
approach, [click here](#).



1. Universal Registration Document 2025 (Section 6.1): Purchases of tangible and intangible assets (TFT) / Purchases and other expenses, excluding international mail services.

Key Figures

at Year-End 2025

17.9 billion
in procurement expenditure¹

55%
of expenditure concentrated
in the **Transport & Logistics**
and **IT & Telecommunications**
procurement categories

35,000
suppliers in France

80%
of suppliers are very small,
small and medium-sized
enterprises, or mid-sized
companies

84%
of procurement procedures
include an **ESG criterion**
weighted at 10% or more

175,000
social inclusion work hours
contracted

Responsible procurement policy

structured around three pillars of performance

To turn its commitments into action, La Poste's Responsible Procurement Policy, updated in 2026, defines the Group's strategic procurement orientations in full alignment with its double materiality assessment.

The SPASER constitutes the operational implementation of this policy, turning these orientations into concrete commitments, objectives and indicators. It is structured around three major performance pillars:

SOCIÉTAL
Performance



SOCIAL
Performance



ENVIRONNEMENTAL
Performance



The SPASER

an operational and measurable roadmap

As a signatory of La Caisse des Dépôts Group Responsible Procurement Declaration, **La Poste is part of a shared and consistent approach** with its majority shareholder. Responsible procurement is therefore promoted and deployed by the Procurement Department across the Group.

Through this document, La Poste formalises its first **Scheme for the Promotion of Socially and Environmentally Responsible Procurement**. It applies specifically to the **scope of La Poste SA, namely activities subject to public procurement procedures**, in accordance with regulatory requirements.

The SPASER aims to make the societal, **social and environmental impacts of procurement** more visible and establishes a clear and measurable roadmap towards 2030.

This scheme serves as:

- **A strategic roadmap** aligned with the Group's ESG commitments;
- **A management tool** ensuring the measurement and monitoring of commitments;
- **A reference document** for external stakeholders, suppliers, public authorities and partners.



Societal Performance

*Acting for responsible supplier relationships
and regional development*

La Poste is committed to developing collaborative, balanced and long-term relationships with its suppliers. These relationships are founded on trust, transparency and mutual progress.

PROCUREMENT CHALLENGE NO. 1:

*Supporting supplier partners through a demanding
and committed relationship*

Over the period 2023-2026:

- La Poste created **a dedicated supplier area** on the website www.lapostegroupe.com to facilitate exchanges with suppliers.
- It established **a business mediation** mechanism and incorporated mediation provisions into its General Purchasing Conditions, guaranteeing an accessible and fair dispute-resolution process.
- It developed **a procurement mapping specifically focused on material ESG issues** in order to prioritise actions.
- La Poste also integrated **a procurement indicator** into the monitoring framework of the **Mission Committee**: "The percentage of formal purchasing consultations based on CSR criteria (over 10%) used to select or eliminate suppliers."
- It has taken into account the increasing importance of digital technologies in procurement decisions. La Poste ensures that selected solutions are consistent with its commitments relating to ethics, inclusion and frugality, in alignment with the Group's Responsible Digital Policy and Data & AI Policy.

By 2030, La Poste aims to:

- **renew the RFAR Label** every three years;
- monitor the associated action plan to further strengthen the maturity of its sustainable procurement practices;
- develop communication initiatives to support suppliers in improving their value chains;
- maintain payment periods that are consistently compliant with the applicable regulatory framework;
- deploy dedicated sustainable digital criteria and indicators within high-impact procurement categories.

PROCUREMENT CHALLENGE NO. 2:

Supporting the economic development of regions

As a company deeply rooted in regions, La Poste ensures that its procurement activities contribute directly to local economic and social development by fostering close relationships with suppliers and supporting regional dynamics.

This commitment is reflected through:

- **a procurement organisation with teams located** throughout mainland France and overseas regions, enabling stronger proximity with local economic stakeholders and a better understanding of regional specificities.
- **a procurement information system** (*MAG e-Sourcing*) that fully digitalises procurement procedures and facilitates exchanges with economic partners regardless of their location.
- strong engagement with **micro-enterprises, SMEs and mid-sized companies, which account for nearly 80% of La Poste suppliers.**

By 2030, La Poste intends to strengthen this momentum through targeted initiatives supporting local suppliers.

This includes:

- **regional initiatives** designed to facilitate access by local companies to La Poste tendering opportunities.
- **measurement of territorial impact** using consolidated existing indicators to better assess procurement's contribution to local economic development.

80%

of La Poste suppliers were **micro-enterprises, SMEs or mid-sized companies** at year-end 2025





Social Performance

Acting for supply chains that respect fundamental rights and promote social responsibility

This commitment is embedded at the heart of La Poste's procurement practices:

- it is a **signatory of the United Nations Global Compact** and numerous agreements and charters relating to human rights, occupational health and safety, professional equality, freedom of association and diversity.
- it has also signed its **9th agreement in favour of the employment of people with disabilities**.
- **it is a member of the PAQTE programme**, contributing actively to combating exclusion and supporting the economic and social development of regions.

PROCUREMENT CHALLENGE NO. 1:

Promoting respect for fundamental rights throughout the supply chain

La Poste reaffirms its commitment to respecting, protecting and promoting human rights and fundamental freedoms, in line with its status as a mission-led company and the international reference frameworks to which it adheres.

It ensures that working conditions and occupational health and safety requirements are respected throughout its supply chain, with particular attention given to procurement categories presenting significant social and health and safety risks.

Over the period 2023-2026:

- La Poste strengthened its **risk management systems** by implementing dedicated analyses of specific risks associated with priority procurement categories such as temporary staffing and road transport.
- It deployed a **supplier compliance monitoring and assessment system** to verify compliance with applicable requirements relating to working conditions and occupational health and safety for supplier employees.
- It promoted **awareness of its whistleblowing mechanism** (www.alerte-ethique.laposte.fr), helping to prevent and address risk situations.

By 2030, La Poste will continue and strengthen:

- **risk analyses** relating to working conditions and occupational health and safety within high-impact procurement categories (particularly through the AFNOR mapping framework).
- the integration of **occupational health and safety prevention requirements** into procurement procedures for relevant purchasing categories.
- the deployment of risk management systems across priority procurement categories and the implementation of **audits** whenever necessary to sustainably strengthen the prevention of social risks throughout the supply chain.



PROCUREMENT CHALLENGE NO. 2: *Developing inclusive procurement and employment integration*

La Poste uses procurement as **a lever for social inclusion** by promoting employment opportunities and economic activity for people who are distant from the labour market and by supporting the inclusive economy sector.

Over the period 2023–2026:

- La Poste spent **more than €49 million with inclusive organisations in 2025** (supported employment organisations and work integration social enterprises).
- It reserved **more than 20 contracts for the inclusive economy sector**, particularly for green space maintenance services, and referenced more than 400 suppliers from supported employment organisations and work integration social enterprises.
- It formalised **an employment integration clause**, contracted more than 175,000 social integration hours and established a dedicated monitoring indicator.
- It conducted **accessibility tests on procured products and services involving employees with disabilities** (16 tests completed in 2025), thereby ensuring that accessibility and inclusion considerations are integrated from the procurement phase onward.

€49 million
spent **with inclusive organisations** in 2025

More than **400**
suppliers from **supported employment organisations**
referenced at year-end 2025

By 2030, La Poste aims to:

- strengthen and formalise this approach by providing buyers with a practical **toolkit for implementing social integration clauses** and supporting their operational deployment.
- **systematically** use social integration clauses **in service contracts** whenever relevant (for example, cleaning, waste management and relocation services).
- **continue developing partnerships with actors from the inclusive economy** and integration-clause facilitators in order to maximise the social impact of procurement.



Environnemental Performance

Acting for the planet

Most of the La Poste Groupe's carbon footprint comes from indirect emissions: **Scope 3 emissions account for 92% of the Group's total greenhouse gas emissions footprint.** This reality gives procurement a central role in the Group's decarbonisation pathway.

Every product or service purchased by La Poste has an **environmental impact**, whether direct or indirect.

- Direct impacts include **greenhouse gas emissions, local air pollutants, resource extraction, manufacturing activities and product end-of-life management.**
- Indirect impacts include the **energy consumption** of digital services; **greenhouse gas emissions** associated with freight transport and **the use of resources and raw materials** needed to manufacture equipment purchased and used by the Group.

Consistent with the Paris Agreement, the United Nations Global Compact and the Group's ESG Policy, La Poste prioritises **sustainable procurement that is low-carbon and respectful of natural resources.**

PROCUREMENT CHALLENGE NO. 1:

Reducing the environmental impact of procurement

La Poste aligns its procurement activities with a trajectory aimed at reducing its environmental footprint. In particular, it acts on greenhouse gas emissions and resource consumption, in line with the Group's environmental commitments (-8% reduction in Scope 3 emissions between 2021 and 2025).

Over the period 2023–2026:

- The La Poste Groupe established a greenhouse gas emissions trajectory to 2030 validated by the Science Based Targets initiative (SBTi).
- La Poste deployed **carbon clauses** within contracts presenting the most significant environmental challenges, **strengthening the measurement and monitoring of suppliers' decarbonisation initiatives.**
- It prioritised **suppliers with the highest carbon-emission impacts** to progressively establish enhanced dialogue regarding their decarbonisation trajectories.
- It deployed governance dedicated to **resource-related procurement challenges**, supported by a specific **mapping** of impacts on natural resources.

By 2030:

- La Poste aims to significantly improve the quality of its procurement carbon footprint measurement. This improvement will rely on the progressive replacement of generic monetary emission factors from the ADEME database with annual dynamic factors specific to La Poste and based on carbon footprint data provided by suppliers, enabling the use of **indicators that more accurately reflect actual impacts**.
- It intends to integrate **specific resource-preservation requirements** into high-impact procurement categories such as printing, furniture and similar categories.
- It will continue work aimed **at measuring the material and resource footprint** of strategic procurement categories in relation to circular economy challenges identified through AFNOR mapping.

PROCUREMENT CHALLENGE NO. 2:

Developing strengthening material circularity and supporting climate resilience

La Poste is progressively integrating climate adaptation and circular economy considerations into its procurement practices.

Objective: the aim is to strengthen supply-chain resilience to climate-related hazards and secure business continuity.

Over the period 2023–2026:

- La Poste initiated a first phase of structuring by raising **awareness of climate-change adaptation issues within the procurement function**.
- It incorporated climate adaptation considerations into its Responsible Procurement Charter, establishing a reference framework for addressing these issues in supplier relationships.
- It initiated the consideration of circular economy issues through the deployment of **a procurement questionnaire dedicated to eco-design** within selected procurement procedures.

By 2030, La Poste intends to:

- strengthen evaluation mechanisms and monitoring arrangements in order **to guide procurement decisions towards more frugal, sustainable and resilient solutions**.
- integrate **specific circular economy requirements** into each high-impact procurement category, particularly IT equipment and motor vehicles.
- define and incorporate **climate resilience criteria** adapted to relevant procurement categories, particularly building equipment and workwear procurement.
- accelerate the integration of digital sobriety requirements, particularly resource-efficient AI solutions requirements, into the procurement of **digital services and artificial intelligence solutions**, which represent growing challenges in terms of **resource consumption, energy use and environmental footprint**.



Governance

Monitoring and steering the SPASER

The implementation of the SPASER is supported by **a structured, cross-functional and results-oriented governance framework**. Its purpose is to ensure the effective deployment of La Poste's commitments, the monitoring of their performance and the continuous improvement of the efficiency of responsible procurement practices.

This governance framework is based on a **Monitoring Committee chaired by the Group Procurement Director, responsible for the overall steering of the SPASER**. The Committee oversees the indicators associated with the commitments undertaken, assesses performance against the objectives established, particularly those set for 2030, and identifies and monitors corrective actions where necessary. The Committee meets **twice a year** and brings together the key functions concerned, including Procurement, Societal Engagement and Compliance, thereby ensuring **a coordinated and consistent approach** to the societal, social and environmental dimensions of procurement in line with La Poste's strategic priorities.

SPASER governance also includes a dedicated focus **on the performance and effectiveness of responsible procurement practices**. This approach is based on **the development of skills, exemplary conduct and engagement throughout the procurement function**. La Poste intends to maintain a leading role in responsible procurement, in line with its commitments as a mission-led company and with the exemplary standards expected from a major public-sector organisation.

Over the period 2023-2026, this ambition has been reflected in **a sustained effort to professionalise the procurement function**. More than 150 procurement professionals have been made aware of climate-related issues, particularly through participation in the Climate Fresk. All buyers signed the Responsible and Ethical Procurement Commitment Charter and received training on responsible procurement and the integration of ESG strategies into procurement practices. This momentum has been reinforced through the introduction of an extra-financial objective representing **20% of annual individual performance assessments**, demonstrating La Poste's commitment to embedding responsibility issues at the heart of professional practices.

By 2030, La Poste intends **to continue** strengthening buyers' capabilities in responsible procurement. This lever is essential to consolidate the expertise of the procurement community, keep pace with evolving regulatory requirements and maintain **a high level of maturity and performance in responsible procurement**.

100%

of buyers had received responsible procurement training by the end of 2025.

Responsible procurement
indicators and targets



PILLAR NO. 1: *Societal performance*

CHALLENGE	KEY 2030 TARGETS
Supporting supplier partners through a demanding and committed relationship	Integrate exclusionary ESG criteria or ESG criteria weighted at more than 10% of the final evaluation score in 100% of procurement procedures (compared with 84% in 2025). Integrate one environmental consideration and criterion and one social criterion in all procurement procedures identified as presenting social challenges. Establish a 20% responsible procurement component within buyers' annual individual objectives, supported by a training plan.
Supporting the economic development of regions	Publish annually the measurement of the Group's territorial employment footprint.



PILLAR NO. 2: *Social performance*

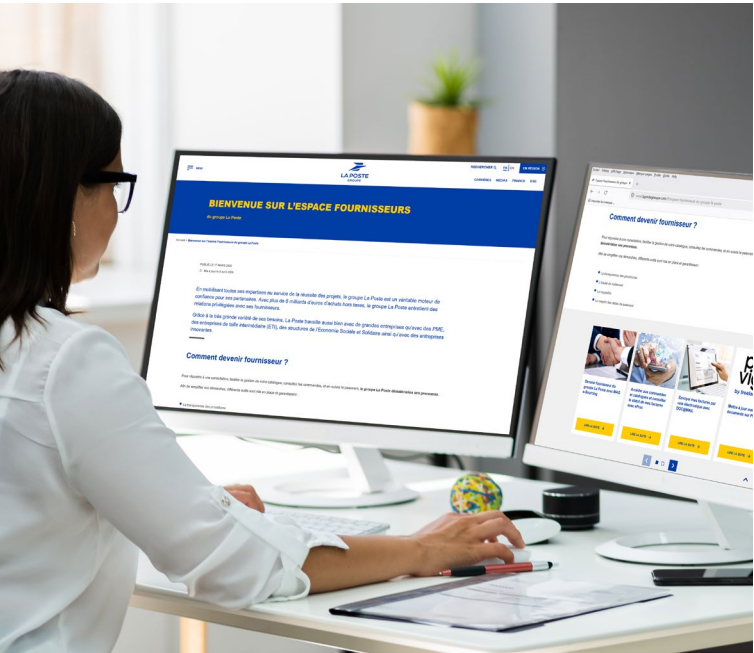
CHALLENGE	KEY 2030 TARGETS
Promoting respect for fundamental rights throughout the supply chain	Integrate requirements relating to: ▪ human rights and fundamental freedoms ▪ occupational health and safety into 100% of procurement procedures for high-impact procurement categories. Examples: temporary staffing, service provision, collective catering, transport and delivery services.
Developing inclusive procurement and employment integration	Maintain a minimum share of 30% inclusive procurement expenditure for the categories "Postal Equipment Maintenance Services" and "Green Spaces". Double the annual average number of contracted social integration hours compared with the 2025 baseline (175,300 contracted hours). Integrate digital accessibility requirements into 100% of procurement procedures involving digital deliverables (80% by 2028).



CHALLENGE	KEY 2030 TARGETS
Reducing the environmental impact of procurement	Reduce indirect procurement-related greenhouse gas emissions² by 25% compared with 2021. Intégrer des exigences en matière de : ▪ resources, ▪ biodiversity and water, ▪ responsible digital practices into 100% of procurement procedures for high-impact procurement categories (50% by 2028). <i>Examples :</i> furniture, paper, telecommunications, infrastructure, workstations, software, digital services, catering, cleaning and green spaces
Developing strengthening material circularity and supporting climate resilience	Integrate requirements relating to: ▪ circular economy principles ▪ climate-change adaptation into 100% of procurement procedures for high-impact procurement categories (50% by 2028). <i>Examples :</i> IT equipment, motor vehicles, furniture, building equipment, workwear...

Communication

Publication and transparency



2. In line with the SBTi trajectory.

The SPASER is published **on the La Poste Groupe corporate website, within the ESG Hub**, and is also made available through **the RAPIDD platform**, dedicated to sustainable public procurement.

The document is also communicated internally through **the Procurement Division intranet**, enabling teams to familiarise themselves with its objectives and supporting the operational implementation of the commitments it contains.

This dissemination contributes to strengthening the visibility, credibility and operational impact of the SPASER among suppliers, institutional partners and internal stakeholders alike.



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