

Duty of care plan 2025



LA POSTE
GROUPE



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The duty of care plan was published in the Universal Registration Document (URD), filed on April 3rd, 2026 with the AMF, in its capacity as competent authority under Regulation (EU) 2017/1129.

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1 Regulatory environment and general framework

1.1 Duty of care law applied to La Poste Groupe

In accordance with French law no. 2017-399 of 27 March 2017 on the duty of care of parent companies and subcontracting companies (hereinafter, the "duty of care law"), since 2018 La Poste Groupe has been drawing up and publishing a duty of care plan every year. It ensures compliance with the legal provisions related to the three topics of duty of care:

- human rights and fundamental freedoms;
- health and safety; and
- the environment.

The preparation of this plan is discussed each year with the representative trade unions and other stakeholders. The group implements a duty of care policy, which is monitored by a compliance framework. It sets out the expectations and defines the guiding principles for each of the five measures relating to the duty of care plan, which must include:

1. A risk map for their identification, analysis and prioritisation.
2. Procedures for the regular assessment of the situation of subsidiaries, subcontractors or suppliers with which there is an established commercial relationship, with regard to the risk map.
3. Appropriate actions to mitigate risks or prevent serious harm.
4. A whistleblowing system to report the suspicion or occurrence of a serious violation, established in consultation with trade unions.
5. A system for monitoring the measures implemented and assessing their effectiveness.

It is the responsibility of each of the entities concerned and their senior executives to take the necessary measures to ensure that the duty of care policy they implement complies with this policy. The group's foreign subsidiaries also take into account the applicable local legislation. If local regulatory requirements are less restrictive, they establish a system in line with the principles laid down by the group.

The scope of application of the group's duty of care plan includes⁽¹⁾:

- the activities of La Poste SA, which include those of the Services-Mail-Parcels and Retail Customers & Digital Services business lines;
- the activities of the group's subsidiaries, directly or indirectly owned and controlled within the meaning of Article L. 233-16-II of the French Commercial Code;
- the activities of suppliers and subcontractors with whom the group entities maintain an established commercial relationship.

In order to provide a clearer picture of the group's potential risks and impacts according to the nature of its activities, the results of the risk mapping exercise, together with the resulting mitigation and prevention actions, are presented by business line and by prioritised purchasing category⁽²⁾.

1.2 Group business model and ESG commitments

La Poste Groupe relies on a multi-business model⁽³⁾. Comprising the parent company, La Poste SA, and its subsidiaries, it is organised around four business lines: Services-Mail-Parcels, Geopost, Retail Customers & Digital Services and La Banque Postale, plus real estate and support functions⁽⁴⁾.

By joining the United Nations Global Compact in February 2003 and the Charter for Responsible Purchasing and Supplier Relations in June 2010, which was renewed in 2022, the group is committed to respecting and promoting principles relating to human rights, labour law and the environment, in line with the Paris Climate Agreement. Each year it publishes its Communication on Progress, detailing the progress it has made in terms of corporate social responsibility.

The company's purpose and four mission-led company commitments⁽⁵⁾ are embedded in every priority of the strategic plan and its social and societal ecosystem, aiming to generate a positive impact and engage all stakeholders.

The group engages with numerous stakeholders, both internal and external, to understand their expectations, share best practices, gain a better understanding of employees and thus better identify risks⁽⁶⁾.

There are many different ways of engaging with them, adapted to the matters at stake and deployed at different regional levels. Annual studies and surveys are used to monitor how La Poste is perceived by its stakeholders, such as the external image survey and the internal engagement survey.

In 2024, as part of the implementation of the Corporate Sustainability Reporting Directive⁽⁷⁾ (CSRD), a double materiality assessment was conducted on an internal and external consultation process, and a dedicated La Poste Employee Dialogue Committee meeting was held. When this double materiality analysis was updated in 2025, workshops ensure that the updating work was consistent with the assessment of the impact of the risks associated with duty of care⁽⁸⁾. This update was presented to La Poste's Central SEC in December 2025.

(1) La Poste SA and all subsidiaries controlled directly or indirectly, within the meaning of Articles L. 233-1 and L. 233-3 of the French Commercial Code.

(2) See Sections 2. "Risk mapping", 3. "Actions to mitigate and prevent priority risks for the group's own activities" and 4. "Actions to mitigate and prevent priority risks for outsourced activities".

(3) See URD, Integrated Report, section "Creating and sharing value", pages "A business model that creates value".

(4) See URD, the "Profile" section of the Integrated Report and Chapter 1 "Business overview".

(5) See URD, the "Profile" Section of the Integrated Report.

(6) See URD, Section 3.1.5.1 "Description of the process to identify and assess material impacts, risks and opportunities [ESRS 2 IRO-1]".

(7) Term defined in the glossary in the URD.

(8) Even if the spectrum of CSRD analysis goes beyond that of duty of care, particularly with regard to financial materiality and positive impacts.

A BUSINESS MODEL THAT CREATES VALUE

CHANGES IN SOCIETY



Environmental
and energy
transition



Digital
transition



Demographic
and social
transition



Regional
transition

RESOURCES

Human capital

- **227,700** employees:
 - including **22.1%** outside France
 - of whom almost **10,000** work in IT (data/AI)
- High level of postal worker engagement measured in the annual survey: **64%**

Industrial and commercial capital

- More than **101,000** vehicles, **42%** of which are electric⁽¹⁾
- More than **12,000** buildings in operation, **90%** of which are powered by renewable electricity
- Digital infrastructure (hosting, data lakes)
- La Banque Postale: **12th**-largest bancassuror in the eurozone⁽²⁾

Social and relational capital

- **No. 1** network of local, human and digital services in France
- **163,000** Pick-up points, retail outlets and lockers worldwide
- RFAR-labelled responsible purchasing and supplier relationships policy⁽³⁾
- **13.8m** active Digiposte customers
- **8.2m** La Poste Digital Identities

Financial capital

- Stable, long-term ownership structure (100% public capital)
- **€24.8bn** in attributable equity

Intellectual capital

- Image of trust, proximity
- Brand portfolio
- Innovation: Open Innovation systems (Platform 58 incubator, La Poste Venture investment fund, 115K, Open CNP), Impulser 2030 intrapreneurship programme, etc.

The business model metrics use 2025 data.

⁽¹⁾ Light commercial vehicles, Staby, e-bikes, trolleys and trucks.

⁽²⁾ Source: ECB.

⁽³⁾ Responsible Supplier Relationships and Purchasing Label obtained by La Poste SA and three subsidiaries.

La Poste 2030, committed for you

A compelling purpose

A multi-business model underpinned by four business lines

- Services-Mail-Parcels
- Retail Customers & Digital Services
- Geopost
- La Banque Postale

Four development dynamics driven by the business lines

- Protecting the core historical activities
- Accelerating growth drivers
- Laying the foundations for future growth
- Raising the bar in terms of profitability and critical mass

Four cross-functional levers for action

- Customer satisfaction
- Social and environmental commitment
- Labour-management agreement and management culture
- Digitalisation and innovation

An objective of profitable and responsible growth in France and internationally

The group's four public service missions



Universal postal
service



Press transport
and delivery



Regional
development



Accessible
banking

STRUCTURAL SHIFTS IN THE BUSINESS LINES

Lower mail volumes

Strong competitive pressure in the Parcels business

Transformation of the Bancassurance customer relationship model

Mounting environmental constraints

La Poste, a mission-led company



“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”.

In line with its purpose, La Poste has enshrined four commitments in its Articles of Association:

- Working to accelerate the environmental transition for all
- Promoting ethical, inclusive and affordable digital services
- Fostering social inclusion
- Contributing to the development and cohesion of local areas

Transforming to become a sustainably profitable and responsible company

The group's ambition

Develop business activities that have high environmental, social and societal value, while working towards a just transition.

Acting for the planet

Respect planetary resource limits while remaining at the forefront of fighting climate change.

Taking action with and for employees

Be a group that cares about its employees, develops their skills and is committed to people-oriented innovation and performance.

Acting for society and for the future of the regions

Develop products and services that contribute to the transformations currently shaping society by generating positive impacts for everyone, everywhere.

VALUE CREATION

For the planet

- La Poste Groupe's carbon pathway is in line with the Paris Agreement (baseline year: 2021): **43.6%** reduction in Scopes 1 and 2 emissions, and **25%** reduction in Scope 3 emissions by 2030
- Reductions in air pollutants (in-house and subcontracted fleets, as from 2020):
 - NOx, **down 45.3%**
 - CO, **down 44.3%**

For regions

- **97%** of the population in France located within 5 km or 20 minutes by car from a contact point
- **€6.5bn** in annual loan originations with local authorities
- **419,000** direct, indirect and induced jobs in regions

For customers

- More than **13bn** items delivered
- Many users of the group's websites and digital applications:
 - 22.4m per month on www.laposte.fr
 - 7.2m per month on www.labanquepostale.fr
- **10m** active banking customers
- **33m** property & casualty policyholders
- **10m** savings/pensions policyholders

For employees

- La Poste's gender equality index score: **99/100**
- Digital, AI and data training

For suppliers

- **80%** of suppliers and subcontractors are micro-enterprises, SMEs and mid-caps

For shareholders and investors

Some of the best non-financial ratings:

- CDP: **Climate Change Leadership: Top 4%**, across all sectors
- EcoVadis: **Top 3%** in the postal, courier and multimodal freight transport sector
- Moody's ESG Solutions: **No. 1 worldwide**, all sectors combined

Quality financial ratings:

S&P Global **A**; Fitch Ratings **A+**

1.3 Dialogue with stakeholders on duty of care

In 2025, the group continued its dialogue with stakeholders, both internal⁽¹⁾ and external, in France and internationally. This approach is in line with the commitments made as part of the 2024 duty of care plan.

Dialogue with representative trade unions continued throughout 2025 by means of:

- the presentation of the duty of care plan and the risk mapping report to social dialogue bodies, at a meeting of the Central Social and Economic Committee (SEC) in January and March;
- bilateral discussions with representative trade unions prior to the development of the risk map, following on from those initiated in 2024. These discussions enabled the group to take account of the future outlook in order to improve the materialisation and rating of risks, such as exposure to hazardous materials or prioritisation of discrimination and harassment risks for the Local Services business line;
- a special consultation meeting on the whistleblowing system was held in September, attended by all the representative trade unions⁽²⁾.

In addition, Geopost has stepped up social dialogue on the subject of duty of care after signing in 2024 an addendum to the original 2017 global agreement with UNI Global Union, including meetings with Geopost SA's SEC, the European Works Council, the French Works Council and the UNI Global Union Steering Committee. These discussions provided an opportunity to present the map of priority gross risks and the mitigation and prevention measures taken. In this context, Geopost has reasserted its commitment to ongoing social dialogue, fully incorporating duty of care, at the heart of its sustainability, i.e. environmental, programmes, and its standing as Employer of Choice and Partner of Choice.

2025 was also characterised by continuing dialogue with external stakeholders, as illustrated by a number of key features:

- Mission Committee: validation of the group's 2025 commitments and creation of a new metric to monitor its contribution to the development and cohesion of local areas (proportion of purchasing consultations with discriminatory or eliminatory CSR criteria);
- partnership with WWF: critical review of the climate change mitigation transition plan to assess its solidity⁽³⁾;
- non-financial rating organisations: discussions with EcoVadis on assessing the performance of the group and its subsidiaries, particularly outside France, and on incorporating data into the supplier evaluation process;
- suppliers: organisation of webinars on reducing the carbon footprint and the EcoVadis assessment system, and the second Geopost Partner Barometer, conducted with Ipsos. This annual survey of more than 13,000 service providers allows them to express their views in complete confidentiality on their relationship with Geopost and its subsidiaries. Metrics measure satisfaction with working conditions, service pricing, awareness of the Safecall whistleblowing system and familiarity with carbon-free delivery solutions;
- exchanges between peers: participation in sector risk analysis initiatives and development of inter-company training modules within EDH⁽⁴⁾.

2 Risk mapping

As a company operating in a dynamic environment, the risk mapping is annually updated to reflect changes and new challenges. Its results are then shared with the representative trade unions and presented to the Executive Committee and the Audit Committee.

This section describes the consolidated results of the mapping conducted by the group in 2025 based on the entities' scenarios and risk analyses.

2.1 Risk mapping methodology

Mapping is based on the risk framework shown in the table below and covers the three duty of care topics. This internal reference framework is the result of initial identification of the risks relating to human rights and fundamental freedoms, health and safety, and the environment that may apply to the group's own and outsourced activities, as detailed in the list of international laws and standards provided in the Annex to the Corporate Sustainability Due Diligence Directive (CS3D).

It is developed by the group's Compliance Department based on key international treaties and conventions (International Bill of Human Rights, the fundamental conventions of the International Labour Organization). It is updated based on the work carried out by the entities, dialogue with stakeholders, analysis of the previous year's risk mapping results, and changes in the group's activities.

(1) See URD, section 3.1.1.1 "Strategy and business model", table "Interests and views of stakeholders [SBM-2: ESRS 2; S1; S2; S3; S4]".

(2) Section 5. "Whistleblowing system".

(3) See URD, section 3.1.2.1. "Climate change - ET".

(4) EDH (Entreprise pour les Droits de l'Homme) is an association to which La Poste Groupe belongs that regularly organises expert exchanges and shares best practices on the implementation of the duty of care law.

Risk framework

Topics	Protected rights and priorities	Risk areas
Human rights and fundamental freedoms	Ban on child labour	• Risk of non-compliance with the minimum age for employment, including for dangerous work
	Ban on forced labour	• Risk of use of forced labour, understood as any work or service required from a person under the threat of a penalty or sanction • Risk aggravated by the employment of migrant or illegal workers
	Right to fair and favourable conditions of employment	• Risk of non-compliance with legal working hours or excessive working hours • Risk of non-payment of overtime hours • Risk of inequality in employment conditions
	Compliance with freedom of association and the right to collective bargaining	• Risk of failure to respect the right of workers to form or join a trade union • Risk of non-implementation of employee dialogue with staff representatives and collective bargaining
	Non-discrimination	• Risk of discrimination, for example based on gender, age, health status or disability, sexual orientation, origin, politics, trade union membership, religious convictions^(a)
	Right to privacy	• Risk of breach of sensitive personal data
Health and safety	Right to life and health	• Risk of damage to physical or mental health for example, as a result of an accident when handling toxic products or an act of violence • Risk of moral and/or sexual harassment • Psychosocial risks • Risk of musculoskeletal disorders (MSDs)
Environment	Right to a healthy environment	• Risk of pollution linked to emissions of local atmospheric pollutants or leaks of toxic chemicals, oil or spills of hazardous products • Risk of harm to biodiversity
	Impact on the climate	• Risk of impacts on climate change as a result of GHG emissions

(a) According to La Poste SA's internal rules, no person may be discriminated against on the grounds of "origin, sex, morals, sexual orientation, gender identity, age, family situation or pregnancy, genetic traits, vulnerability due to one's economic situation, whether apparent or known, their actual or supposed affiliation to an ethnic group, nation, or a purported race, political opinions, trade union or social welfare activities, holding an elected office, religious beliefs, physical appearance, surname, place of residence or bank address, health, loss of autonomy or disability, ability to express oneself in a language other than French, status as a whistleblower, facilitator or person in contact with a whistleblower".

Each entity may supplement this framework according to the specific risks of its activities.

Risk identification, assessment and prioritisation methodology

Risk mapping is based on a two-step process.

Identifying and analysing the risks

On the basis of the reference framework, the entities, with the support of the operational and support departments, carry out risk analysis based on the identification of four elements:

Risk scenarios	Risk factors	Impacts	Impacted stakeholders
The different risk scenarios, i.e. the circumstances in which risks may materialise or occur.	The factors behind each risk scenario, in particular aggravating risk factors such as business sector, geographical context and individuals' vulnerability, etc.	The impacts of each risk scenario on people and the environment.	Stakeholders inside or outside the company who would be directly affected if the risk scenario were to occur.

Ranking gross risks

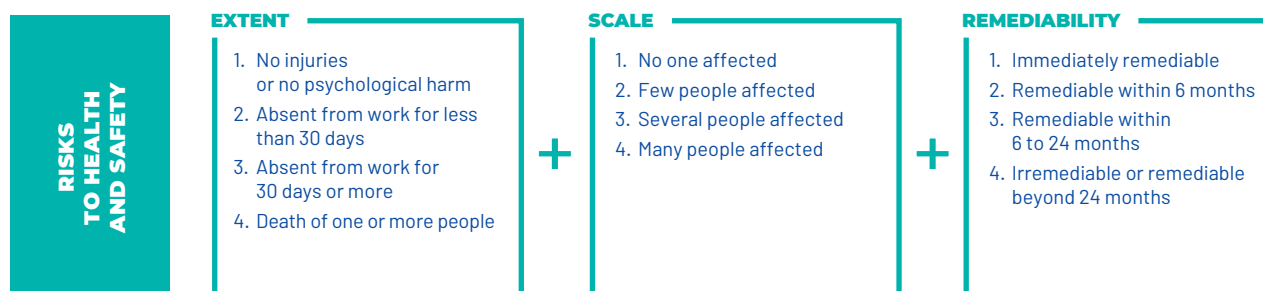
Gross risks are risks inherent to La Poste Groupe, associated with its characteristics and activities, independently of the internal risk management measures in place. They are rated and ranked on the basis of two criteria:

1. The impact of the risk on stakeholders and the environment. This is based on three assessment criteria (scope, scale, irremediable nature of the impact) aligned with international standards, recommended by the CS3D directive, and adapted to each area of risk;
2. The probability that a risk will occur, assessed according to four levels (very unlikely, possible, probable, very probable).

The cross-referencing of these probability and impact levels allows for the assessment of gross risks in order to establish priority mitigation and prevention action plans⁽¹⁾. A risk is considered serious when its impact is level 4 on the basis of the scope criterion or greater than level 3 on the basis of the average of the three criteria (rounded up). The group has therefore translated the concept of risks of serious harm as defined in law into a concept of priority gross risks.

Analysis tools have been developed and made available by the group Compliance Department, which ensures that the identification and analysis of risks at each entity complies with the group methodology.

As an illustration of risks related to health and safety, the three specific criteria in order of assessment criterion for the four levels of assessment have been defined as follows:



At the end of 2025, the group had 473 subsidiaries, each attached to a business line or first-tier subsidiary, which, in accordance with the principle of subsidiarity, is responsible for managing risks. Each of these first-tier subsidiaries carries out its own consolidated risk mapping, taking into account its own characteristics and risk factors, such as business activities, host country contexts, work organisation and employment conditions, and the structure of the value chain. These risk maps are based on a representative scope of second-tier subsidiaries, selected on the basis of their exposure to duty of care risks. First-tier subsidiaries are supported by the group, which pre-selects the most exposed entities on the basis of a sectoral and geographical risk rating according to benchmarks provided by EcoVadis.

Consolidated gross risk profile by business line

In line with the work carried out in relation to the CSRD, the results of the group's duty of care risk mapping are presented by business line. This allows for similar risks to be grouped together in a more coherent way than according to segments and entities (as defined by the group's organisational structure). As such, four business lines have been identified. In 2025, the Mail and Parcels business line accounted for more than 68.2% of revenue, bancassurance 22.4%, local services 2.5% and digital services 6.9%.

The main characteristics of La Poste Groupe's four business lines

MAIL AND PARCELS

- **Activities of the Services-Mail-Parcels and Geopost business lines**, including home and out-of-home delivery to pick-up points or lockers.
- **Main business lines in-sourced:** postal carriers, delivery drivers, drivers, handlers, tertiary functions.
- **Proportion of activities outsourced:** significant in long-distance transport in France and abroad, and in international delivery and handling.

Delivery process requiring a wide logistics and industrial network that is partly owned and partly subcontracted:



BANCASSURANCE

- **Retail Banking and Insurance**—LBP network, Insurance and Asset Management Partnerships, Corporate and Local Development Banking^(a).
- **Main business lines in-sourced^(b):** tertiary strategic and support functions, for banking and insurance activities.
- **Proportion of activities outsourced:** low in bancassurance activities, moderate in IT services, intellectual services, software applications, etc.

(a) See URD, section 1.4 "La Banque Postale".

(b) Post office financial advisers are assigned to the Local Services business line.

(1) See Sections 3. "Actions to mitigate and prevent priority risks for the group's own activities" and 4. "Actions to mitigate and prevent priority risks for outsourced activities".

LOCAL SERVICES

- **Distribution of traditional postal, banking and insurance services and new services** (meal delivery with Log'issimo Fresh, Proxeo, census, circular economy, etc.).
- **Main business lines in-sourced:** customer service representatives in post offices or remotely (customer relations centre^(a)), financial advisors, postal carriers providing local services.
- **Proportion of activities outsourced:** low.

DIGITAL SERVICES

- **Digital platform management activities:**
 - e-trust service operator;
 - data host for schools, health services, social services, data science, cybersecurity and services for e-commerce players.
- **Main business lines in-sourced:** tertiary roles, technological skills and digital professions through its specialist subsidiaries such as Softeam, Sefas, OpenValue, etc.
- **Proportion of activities outsourced:** moderate for IT, telecommunications and intellectual services.

Development of digital offerings in healthcare, the public sector and finance:

SOFTWARE PUBLISHING

INTEGRATION

CONSULTING, IT ENGINEERING

DATA HOSTING AND SECURITY

(a) Including those of La Banque Postale.

The group's risk mapping is based on a logic of consolidation, with the risks identified by the subsidiaries aggregated and standardised in order to put together a coherent overall picture. This approach involves grouping several risk scenarios together under one risk area or, conversely, splitting certain risk areas specific to a subsidiary into several risk scenarios.

Introduction of changes in the presentation of the 2024 duty of care plan risk maps

To make the analysis easier to understand and take account of discussions with stakeholders, the 2025 duty of care plan introduces a change in how the consolidated results of risk mapping are presented.

In 2024, two separate representations were proposed: one for in-house activities and another for priority outsourced activities that had been the subject of risk analysis.

In 2025, in view of a more refined analysis methodology for outsourced purchasing categories in the Mail and Parcels business line⁽¹⁾ and a larger number of other purchasing categories analysed, two risk maps relating to outsourced activities are now provided. The risks

associated with outsourced Mail and Parcels activities are set out in a dedicated map, separate from the map of risks associated with other outsourced support activities. These are all services entrusted to third-party suppliers that contribute to the smooth running of the organisation without directly intervening in the strategic or operational processes associated with the core business. They cover peripheral or cross-functional activities required to maintain infrastructure, general services and support systems, which do not have a direct impact on the group's main production or service activities.

In summary, the consolidated results of the mapping of priority gross risks are now presented using three separate complementary representations for:

- own activities in heatmap format;
- outsourced Mail and Parcels activities in heatmap format;
- outsourced support activities in the form of a table.

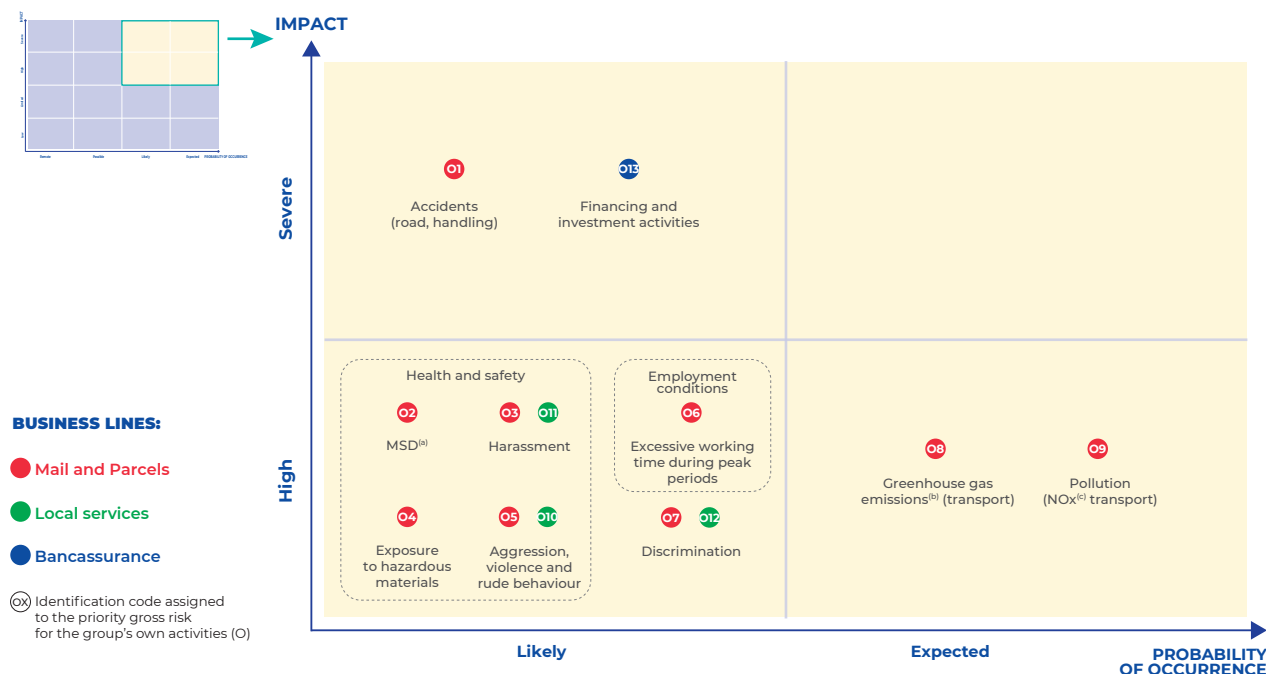
Only priority gross risks are presented. This change meets the dual objective of improving understanding of priority risks by type of activity and facilitating the presentation of associated mitigation and prevention actions.

(1) Road transport, handling, delivery/collection and temporary employment services.

2.2 Results of the risk mapping for the group's own activities

Consolidated mapping of the group's priority gross risks by business line

Priority gross risks by business line



(a) Musculoskeletal disorders; (b) Greenhouse gases; (c) Nitrogen oxides.

Note that:

- there is no hierarchy among the priority gross risks placed within the same quadrant: their impact and probability levels are equivalent;
- although they are not represented, there are some gross risks regarded as non-priority. Like priority gross risks, they are subject to risk management systems implemented by the entities, although details of these systems are not provided in this document.

The group's consolidated risk map for its own activities highlights 13 priority gross risk scenarios across all areas of duty of care. The majority of these relate to the historical Mail and Parcels business line, in line with the strategic importance of this activity for the group. A new risk not included in 2024, identified through dialogue with stakeholders, stands out as a priority: the risk of staff being exposed to hazardous materials in packaging, letters and parcels that have been tampered with or compromised.

For the Local Services business line, three priority gross risk scenarios have been identified: aggression, violence or rude behaviour at post offices, as well as two new gross risks identified through the stakeholder dialogue carried out in 2025: harassment and discrimination.

For the bancassurance business line, the risk associated with project finance or investment financing activities has been identified as a priority risk, as it could cause or contribute to serious impacts on human rights and/or the environment via issuers.

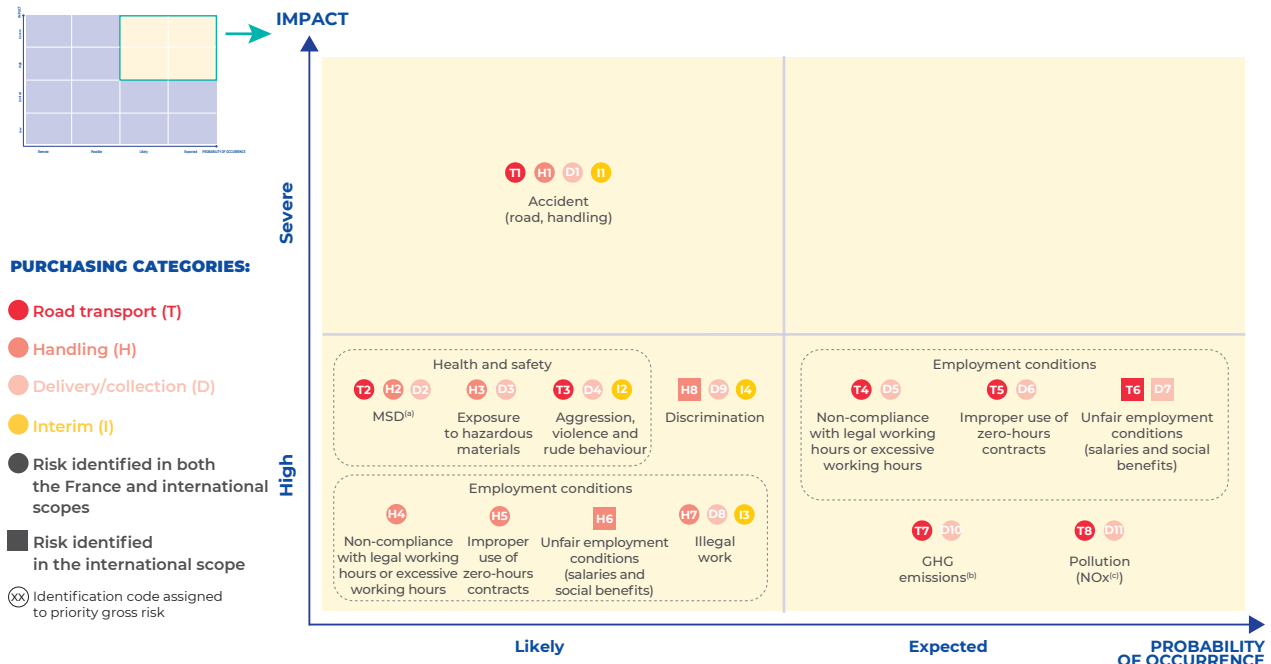
At consolidated level, no gross risk in the digital services business line has been ranked as a priority.

2.3 Consolidated risk mapping results for outsourced Mail and Parcels activities

The main Mail and Parcels business line activities that are outsourced in France and internationally include road transport, handling, delivery/collection and temporary employment. In 2025, these activities accounted for 53% of the group's purchasing.

Consolidated map of priority gross risks for Mail and Parcels purchasing categories

Priority gross risks in the transport, handling, delivery/collection and temporary employment purchasing categories



(a) Musculoskeletal disorders; (b) Greenhouse gases; (c) Nitrogen oxides.

Note that:

- there is no hierarchy among the priority gross risks placed within the same quadrant: their impact and probability levels are equivalent;
- certain gross risk scenarios are presented in the form of a square and others in the form of a circle, in order to differentiate between whether the risk relates to French or international operations;
- although they are not represented, there are some gross risks regarded as non-priority. Like priority gross risks, they are subject to risk management systems implemented by the entities, although details of these systems are not provided in the duty of care plan.

Of the eleven priority gross risk scenarios identified, eight are common to both own and outsourced Mail and Parcels activities:

- four health and safety risks, including road accidents, handling accidents, musculoskeletal disorders, exposure to hazardous materials and assaults;
- two risks relating to human rights and fundamental freedoms, in particular excessive working hours;
- two environmental risks associated with greenhouse gas emissions and local air pollutants.

As the framework for the group's own and outsourced Mail and Parcels activities is virtually identical, gross risk does not vary whether it concerns group employees or service providers' employees.

The risk mapping exercise for outsourced activities carried out in 2025 involved a more detailed breakdown of the priority gross risk scenarios identified. By way of illustration, and as is the case for the group's own activities, a new risk resulting from stakeholder dialogue has been added to the risk map: the risk of staff being exposed to hazardous materials in packaging, letters or parcels that have been tampered with or compromised. In addition, three risk scenarios that are more likely to occur outside France have also been added to the map of consolidated priority gross risks: abusive use of zero-hours employment contracts, non-compliance with legal working hours or excessive working hours, and unfair employment conditions. In addition, the risk of illegal work, considered in 2024 as an aggravating factor in the risks related to employment conditions, has been included in the 2025 risk map as a risk in its own right.

Detailed description of priority gross risks for own and outsourced Mail and Parcels activities

La Poste Groupe presents below a detailed description of the scenarios for these priority consolidated gross risks. The codes in square brackets correspond to the risk codes used in the two previous maps.

Risks for the Mail and Parcels business line

Health and safety

Accident [P1] [T1] [L1] [I1] [O1]

Road or work-related accidents in the context of transport activities, handling parcels or mail containers, distributing mail or delivering parcels, which may result in serious physical injury to employees, temporary workers, employees of a service provider or a third party (in the case of a road accident).

MSD [P2] [T2] [M2] [L2]

Development of musculoskeletal disorders associated with repetitive movements (getting in and out of vehicles, handling letters/packages) or carrying heavy loads, in the context of handling, transport, mail distribution or parcel delivery activities, which can cause chronic pain and disability in employees or service providers' employees.

Harassment [P3]

Moral or sexual harassment in the group's own activities, which may cause serious psychological harm to employees.

Exposure to hazardous materials [P4] [M3] [L3]

During handling or delivery operations, exposure to hazardous materials (toxic, corrosive, flammable products, etc.), packaging and/or letters or packages that have been tampered with or compromised, which may cause poisoning, occupational illness or serious damage to the health of employees, employees of service providers or third parties.

Assaults [P5] [T3] [L4] [I2]

In the context of transport, mail distribution or parcel delivery activities, physical or verbal aggression when interacting with customers or third parties, which may result in significant injury or psychological trauma to employees, temporary workers, employees of the service provider or third party involved.

Human rights and fundamental freedoms

Excessive working hours [P6] [T4] [M4] [L5]

Excessive working hours in the context of handling, transport, mail distribution or parcel delivery activities, particularly when these activities are carried out in certain countries where labour laws may provide less protection for employees, which can lead to extreme tiredness, psychosocial risks and damage to the health of employees or the service provider's employees.

Zero-hours employment contracts [T5] [M5] [L6]

Abusive use of zero-hours employment contracts in the context of subcontracted handling, transport or parcel delivery activities, particularly when these activities are carried out in certain countries where labour laws offer less protection for employees, which can result in unstable employment and social vulnerability for the service provider's employees.

Unfair employment conditions [T6] [M6] [L7]

Non-payment of overtime and/or social security benefits, in the context of subcontracted handling, transport or parcel delivery activities carried out in certain countries where labour laws may provide less protection for employees, which can lead to economic insecurity and negatively impact the dignity of the service provider's employees.

Illegal work [M7] [L8] [I3]

Employment of workers without papers or using false identity documents, without legal authorisation or undeclared, in the context of subcontracted parcel handling and delivery activities, particularly when these activities are carried out in certain countries where labour laws may provide less protection for employees, which may expose the service provider's employees, particularly vulnerable and migrant workers, to abusive working conditions, forced labour, and the absence of legal and social protection.

Discrimination [P7] [M8] [L9] [I4]

Discrimination in the context of handling activities, mail distribution or parcel delivery, in particular when these activities are carried out in certain countries where labour laws may provide less protection for employees, which may lead to unequal pay, exclusion from work and infringement of the fundamental rights of employees, the service provider's employees or job applicants.

Environment

Greenhouse gas emissions (GHG) [P8] [T7] [L10]

GHG emissions resulting from transport, mail distribution and parcel delivery activities, particularly when these activities are carried out in certain countries where environmental regulations may be less stringent, contributing to climate change and impacting civil society and future generations.

Pollution [P9] [T8] [L11]

Air pollution, mainly nitrogen oxides (NOx) and fine particles, from transport, mail distribution and parcel delivery activities, particularly when these activities are carried out in certain countries where environmental regulations may be less stringent, which can damage ecosystems and affect the health of local communities.

Risks for the Local Services business line

Health and safety

Assaults in post offices [P10]

Physical or verbal aggression at a post office during interactions with customers, which may result in significant injury or psychological trauma to the employee or other customers.

Harassment [P11]

Moral or sexual harassment in the group's own activities, which may cause serious psychological harm and psychosocial risks to the employee.

Human rights and fundamental freedoms

Discrimination [P12]

Discrimination in the context of face-to-face or remote customer relations services that may result in unequal pay, exclusion from professional duties and infringement of the fundamental rights of employees or job applicants.

Risks for the Bancassurance business line

Financing and investment activities [P13]

In connection with its project finance or investment financing activities, risk of causing or contributing to serious impacts on human rights and/or the environment committed by issuers.

2.4 Consolidated risk mapping results for outsourced support activities

The group uses the goods and services of external companies to contribute to the quality of its activities and services. As a purchaser, the group's purchasing volume totalled close to €15.9 billion in 2025, both in France and internationally, with purchases from over 50,000 suppliers and service providers of all sizes and in all business sectors. Small and medium-sized enterprises make up 80% of its portfolio. Purchases of goods and services from suppliers and service providers are carried out by the Purchasing Department for La Poste SA and Véhiposte, and are carried out by the other group subsidiaries within their own respective scopes.

Within the scope of the group's purchasing activities, a list of priority purchasing categories with regard to duty of care was defined in 2023, based on two main criteria: total volume of expenditure and sector-specific risk, assessed using the EcoVadis reference framework. This list was updated and expanded in 2025 with new selection criteria, in particular the AFNOR sector-specific risk rating, the proportion of group entities affected by each category and the group's capacity to influence. This analysis confirmed the purchasing categories that are most exposed to duty of care. Three new categories were mapped in 2025: construction/renovation (La Poste Immobilier), maintenance of industrial rolling stock (Véhiposte) and

company uniforms. These three categories have been added to the 2024 map, which covers: catering, cleaning and IT services. In total, these six purchasing categories represented more than €500 million of expenditure for the group in 2025.

As in 2024, risk-mapping workshops were organised, involving the specifiers, purchasing teams and compliance officers from the relevant entities. The aim is to identify, analyse and prioritise the risks associated with these three new categories. From a methodological point of view, the gross risks of supplier activities were assessed, based on the group reference framework⁽¹⁾ and using the same impact and probability criteria.

The consolidated results of the gross risk mapping exercise for these six purchasing categories are shown in the table below, and include two additional criteria to complete the analysis:

- the place where the activity is carried out (on site or upstream), which determines the applicable social and environmental standards and the regulatory framework for possible controls, directly influencing the level of risk;
- exposure to a country at risk, which assesses the vulnerability of the supply chain based on the country of origin of the goods or services.

PRIORITY GROSS RISKS BY PURCHASING CATEGORY

Support purchasing category				Construction/renovation	Catering	Cleaning	IT services	Maintenance of industrial rolling stock ^(a)	Company uniforms
Risk categories	Protected rights and priorities	Risk areas	Place where the activity is carried out	On site	On site	On site	Up-stream	On site	Up-stream
			Exposure to countries at risk	x					x
Human rights and fundamental freedoms	Ban on child labour	Risk of non-compliance with the minimum age for employment, including for dangerous work (ILO)							●
	Ban on forced labour	Risk of use of forced labour, understood as any work or service required from a person under the threat of a penalty or sanction (ILO)							●
	Right to fair and favourable conditions of employment	Risk of non-compliance with legal working hours or excessive working hours, risk of non-payment of overtime, risk of unfair employment conditions		●		●			●
	Compliance with freedom of association and the right to collective bargaining	Risk of employees' right to form or join a trade union not being respected, risk of non-implementation of employee dialogue with staff representatives and collective bargaining							●
	Non-discrimination	Risk of discrimination, for example based on gender, age, health status or disability, sexual orientation, origin, politics, trade union membership, religious convictions ^(b)		●					●
	Right to privacy	Risk of breach of sensitive personal data					●		
Health and safety	Right to life and health	Risk of damage to physical or mental health as a result of an accident		●				●	●
		Risk of exposure to toxic products						●	●
		Risk of harassment, psychosocial risks, risk of musculoskeletal disorders		●				●	●
Environment	Right to a healthy environment	Risk of pollution (air, water, soil)		●					●
		Risk of harm to biodiversity		●					●
	Impact on the climate	Risk of impact on climate change as a result of GHG emissions		●					●

● Priority gross risk.

(a) Two-axle heavy goods vehicles (under 19 tonnes), trailers, swap body containers, rigid trucks and yard trucks.

(b) For French companies, applicable grounds for discrimination are listed in Article L. 1132-1 of the French Labour Code.

(1) See Section 2.1. "Risk mapping methodology", paragraph "Internal risk framework used for risk mapping".

These results enable the group Purchasing Department to enhance risk management systems by targeting those assessed as priorities. The measures implemented focus on two areas:

- cross-cutting measures to mitigate and prevent risks applicable across all purchasing categories. They are based on commitments in terms of responsible purchasing, supported by a body of documents

including purchasing terms and conditions, a purchasing compliance policy and a Responsible and Ethical Purchasing Charter setting out the group's expectations of its suppliers and service providers⁽¹⁾;

- specific measures to mitigate and prevent risks related to priority purchasing categories⁽²⁾.

3 Actions to mitigate and prevent priority risks for the group's own activities

3.1 General mitigation and prevention actions

The group has developed cross-functional risk management systems (detailed below). These systems apply to all activities and are adapted to the specific needs of each business line and subsidiary.

GROUP GENERAL MEASURES

Policies implemented

HUMAN RIGHTS AND HEALTH AND SAFETY

Management: group Human Resources and Global Safety departments

La Poste Groupe (including La Poste SA, La Banque Postale, CNP Assurances and Geopost) is a member of the United Nations Global Compact.

Group human rights policy (2021) as a responsible employer, purchaser and bancassurer^(a).

In 2025, Geopost published its international human rights policy, in line with the group's policy. It defines the principles applicable to all its stakeholders: employees, partners and the communities concerned.

LBP AM updated its human rights policy in 2025 as an asset management company.

The **HR policy** (updated in 2025) is an extension of the group's human rights policy. It focuses on five areas: anchoring the responsible employer policy, developing employability through innovative career paths^(b), enhancing quality of life and working conditions, implementing a fair and high-quality compensation policy, and promoting ongoing and constructive social and economic dialogue with employee representatives.

Agreement on quality of life and working conditions (signed in April 2025): improving health in the workplace, keeping people in work, promoting overall health^(c):

- measures relating to working hours, the right to disconnect, working from home and work-life balance;
- preventing psychosocial risks: implementation of the Quality of Life and Working Conditions Essentials, psychological support system (24/7 hotline, network of social workers); network of "Kindness Ambassadors" and mediation to prevent conflicts;
- developing the use of occupational psychologists and facilitating access to specialists in the prevention of psychosocial and mental health risks;
- stepping up measures to combat anti-social behaviour and aggression;
- preventing arduous work and improving the sustainability of work: developing a new score chart to guide impact studies, understanding the benefits and risks of changes as part of a multidisciplinary team, and drawing up an action plan to ensure that all projects contribute to making the business more sustainable.

Diversity, inclusion and equal opportunities policy (updated in 2024): prevention of risks associated with discrimination^(c) and harassment^(d):

- sixth majority agreement on professional equality for male and female postal workers signed in July 2025 for two years; Parité Un Une network;
- eighth agreement in favour of maintaining employment for people with disabilities (2023-2025), endorsed by the Regional Directorate for Economy, Employment, Labour and Solidarity. The agreement was renewed in December 2025 for the 2026-2027 period. An agreement has been renewed with CHEOPS to enable postal workers with disabilities to benefit from the expertise of CAP emploi networks. A partnership with AGEFIPH enables the group to continue experimenting with the use of exoskeletons to keep disabled postal workers suffering from musculoskeletal disorders in work;
- opening of a web platform dedicated to the prevention of harassment to provide staff with information and guidance.

Zero-tolerance policy towards sexism and implementation of a comprehensive prevention system (guide to sexism, training module, online tool for recording sexist comments, etc.).

Internal rules of procedure, which set out the fundamental principles of prevention and the ban on discrimination of any form.

Signing of the **Charter Against Gender-Based Violence** as a member of **OneInThreeWomen**. La Poste supports several hundred postal workers every year through 150 in-house social workers working in conjunction with specialist organisations^(e).

Group global security policy^(f): this forms the basis for defining the areas of concern and the main guidelines, and covers all safety issues, including physical and verbal attacks on individuals (assaults, violence, rude behaviour).

(1) See Section 4.1 "General mitigation and prevention actions".

(2) See Section 4.3 "Specific mitigation and prevention actions for outsourced support activities".

Policies implemented

ENVIRONMENT

Overseen by: Sustainability Department

Climate policy and transition plan^(a):

- measuring the carbon footprint and calculating GHG emissions;
- alignment with the national low-carbon strategy and actions to promote decarbonisation and reduce energy consumption;
- GHG emissions reduction targets and action plans.

Pollution policy^(b):

- measurement of the footprint in terms of local air pollutants (carbon monoxide, nitrogen oxide and fine particles) from road transport;
- reducing the group's footprint;
- collaborating with stakeholders and external partners.

ACQUISITIONS, INVESTMENTS AND DISPOSALS

Overseen by: Finance Department

Group acquisitions and disposals policy.

Compliance procedure for acquisitions, shareholdings and disposals.

When La Poste or a group entity is considering an acquisition, an investment in a company, a partnership or a disposal, a compliance risk assessment is carried out either by the group Compliance Department for transactions for which it acts in an executive capacity⁽ⁱ⁾, or jointly with the compliance departments of the business lines and subsidiaries in other cases⁽ⁱ⁾. A detailed grid of questions to ask and documents to analyse should be used to assess the non-compliance risks. This assessment is then discussed by the Investment Committee.

- (a) See URD, Sections 3.1.3.1 "Own workforce – S1" and 3.1.3.2 "Workers in the value chain – S2".
- (b) Pioneer paths and signposted pathways with certification that is recognised on the job market.
- (c) Related to racial or ethnic origin, colour, sex, sexual orientation, gender identity, disability, age, religion, political opinion, national or social origin, or other forms of discrimination covered by European Union regulations and national laws.
- (d) See URD, Section 3.1.3.1 "Own workforce – S1".
- (e) Psychological support, legal guidance and support, financial assistance, paid leave for medical or administrative procedures (filing a complaint), job relocation, and housing assistance for victims and their children.
- (f) See URD, Section 4.1.2 "Operational risks".
- (g) See URD, Section 3.1.2.1 "Climate change – E1".
- (h) See URD, Section 3.1.2.2 "Pollution – E2".
- (i) In execution: Services-Mail-Parcels, Retail Customers & Digital Services and La Poste Immobilier.
- (j) Not in execution: LBP and Geopost.

In 2025, the group's Human Resources Department launched the Présence + programme in line with the Quality of Life and Working Conditions agreement signed in April 2025. This reflects the commitments made under the agreement and aims to improve:

- prevention of absenteeism due to illness by means of better working conditions, by identifying and taking early action on factors that can worsen working conditions. This applies to physical environments, work organisation, quality of the employment relationship and work-life balance. If an employee is absent, action is focused on staying in contact with the employee concerned and providing support to help them return to work;
- prevention of work-related accidents by improving workplace safety. All causes of work-related accidents are analysed in order to identify them, followed by work on problem-solving and continuous improvement.

The Présence + programme concerning absenteeism and accidents comprises four main elements:

- developing a managerial culture:
 - implementing a common occupational health and safety management system, based on the ISO 45001 standard;
 - enhancing managerial understanding (analysis of absence patterns by age and business line, annual survey of long-term absences, cross-analysis of results from the engagement survey and absenteeism due to illness);
 - development of managerial and collective practices necessary for good Quality of Life and Working Conditions (improving the practice of work-related discussion forums, standard practices in the event of absence (including the Before, During and After Absence process, multiple absences interview if absent on three occasions in six months, etc.).

- cultivating good mental health:
 - better incorporation of psychosocial risk prevention by creating occupational psychologist positions to enhance prevention in projects and policies;
 - a zero-tolerance policy towards rude behaviour and aggression, both face-to-face and remotely, extended to threats on social media;
 - greater support for postal workers in difficulty via a network of social workers across the country able to work on site or remotely to detect early signs of difficulty for postal workers, listen to them and offer guidance (objective of 1,000 kindness ambassadors achieved at the end of 2025), and support from clinical psychologists via Portail Psy, a mental health resource platform launched in October 2025.
- guiding and adapting actions on issues identified by support staff:
 - situations of absence or work-related accidents encountered by women, older workers, disabled workers and inexperienced employees are often indicative of difficulties in terms of working conditions and relations at work, health consequences of ageing, unsuitability of jobs for people with restricted skills, integration and job training.

- improving the performance of HR and occupational health departments:
 - new organisation of occupational health and prevention services, with the introduction of a single department at

La Poste from 2026; revised Redeployment and Job Retention Committee processes to facilitate redeployments across business lines.

3.2 Specific actions by the Mail and Parcels business line

For each risk identified and assessed in the risk map, entities take specific operational mitigation and prevention measures, together with associated controls tailored to their activities. It is the responsibility of each business line to develop an action plan, if necessary, to improve the management of their risks. These plans are monitored and are subject to internal controls or audits to ensure they are properly implemented⁽¹⁾. The description of mitigation and prevention actions is structured and presented on the basis of three levels by:

1. business line;
2. topics concerned;
3. associated risk scenario, which can sometimes be applied to a number of environments (handling activities, deliveries, etc.).

The Mail and Parcels business line has the highest number of priority gross risk scenarios, with nine risks out of 13, broken down as follows:

- five in relation to health and safety;
- two in relation to human rights and fundamental freedoms;
- two in relation to the environment.

Health and safety

La Poste implements a comprehensive occupational health and safety policy that is incorporated into the organisation of its Mail and Parcels activities. It is based on formalised procedures, such as the Single Occupational Risk Assessment Document, annual prevention plans and the incorporation of occupational health standards into operational processes. Governance is based on social dialogue bodies – the SEC, occupational health committees and a dedicated prevention team – which analyse risks, track metrics and propose corrective measures.

Awareness-raising and training are key aspects, including safety inductions for new hires, modules on road safety, handling movements and postures, as well as regular campaigns on quality of life at work and combating rude customer behaviour. The aim is to reduce the risks to employees' health, including injuries, musculoskeletal disorders and psychosocial risks. These training actions are increased for temporary contract workers during peak periods, when more parcels are processed, increasing the risk of accidents.

Personal protective equipment (gloves, safety shoes) is routinely provided and wearing of this equipment is monitored, with reminders issued if it is forgotten or not worn. Prevention of addictions (alcohol, drugs) is an integral part of the safety policy, with increased vigilance for postal workers involved in high-risk activities such as driving vehicles, carrying out distribution rounds or using equipment or products that may be dangerous when used improperly⁽²⁾.

Weekly checks are carried out to ensure that equipment is available and in good condition. These are supplemented by preventive actions based on occupational health and safety observations performed by managers twice a month at each entity (39,636 observations carried out by the end of 2025). All actions are monitored by means of operational controls to ensure the traceability of the controls performed at entities and follow-ups of training taken by staff. Accidents are routinely reported using an internal tool (BACO) and accident metrics are reported and monitored both on a local level (SEC, health and safety committees by means of the annual health and safety report and *Obeya* within entities) and national level (executive management and Services-Mail-Parcels business line Executive Committee).

Specific actions to address the risk of accidents

P1 risk identified on the risk map

Every day, postal carriers and delivery staff face the risk of accidents on their rounds, such as road accidents, or falls and slips on the public highway or inside recipients' properties. The Services-Mail-Parcels business line requires all delivery personnel to be cleared prior taking up their duties, including driving licence checks, medical examinations, familiarisation with internal rules of procedure and safety instructions, training in vehicle handling and road safety, in addition to working in pairs for the first few days. Two additional training programmes in road risk prevention and eco-driving are provided and must be taken every five years. During team briefings, regular awareness-raising sessions are conducted for postal carriers on the hazards encountered during their rounds, particularly unstable pathways and dog attacks. The establishments have communication materials to alert customers and institutions to the dangers postal carriers face near their property such as hazardous postal access points or dangerous unleashed dogs. If conditions do not ensure the postal carrier's physical safety, the establishment may even suspend mail delivery to the address.

As for vehicles, partner garages provide regular maintenance and first-level checks are carried out before each departure. Since 2024, these measures have been reinforced by checks at parking exits to ensure that no vehicle in poor condition leaves the establishment. A campaign has been launched to raise awareness of systematically using the handbrake, and preference is given to commercial vehicles fitted with electric parking brakes when placing orders. A specific prevention system is also activated in case of bad weather conditions.

This includes awareness campaigns during critical periods (peak periods, summer), monitoring of national and local weather warnings and strict application of official guidelines in the event of extreme weather events.

Each accident is analysed in depth to identify the causes and define corrective actions. These analyses showed that driving Staby-type vehicles was proportionally more likely to result in accidents. This has led to the introduction of a retrofitting campaign for these vehicles, as well as compulsory repeat training for all users from the second half of 2025.

(1) See Sections 3.2 "Specific actions by the Mail and Parcels business line", 3.3 "Specific actions by the Local Services business line" and 3.4 "Specific actions by the Bancassurance business line".

(2) La Poste's internal rules of procedure specify that staff involved in these activities may be subject to checks if they are suspected of consuming alcohol or illegal substances. If deemed necessary, the site manager or head of the department must ban the employee from using dangerous vehicles, equipment or products.

Furthermore, handling accidents are the number one risk in terms of occurrence for sorting and preparation activities. To address this, the Services-Mail-Parcels business line organises a compulsory safety induction for new hires to make them aware of on-site accident prevention rules, and trains them in carrying loads, handling containers and loading/unloading vehicles before they take up their post.

Specific actions related to the risk of musculoskeletal disorders (MSDs)

P2 risk identified on the risk map

Measures to prevent the risk of musculoskeletal disorders are implemented. These include the rollout of the *Caisse nationale de l'assurance maladie des travailleurs salariés* MSD Pro initiative in over 60 entities. This involves performing studies on workstations or sites under real working conditions to improve risk prevention. Ergonomic diagnostics are also conducted and shared within the CSE-E, the Health, Safety and Working Conditions Commission and the National Occupational Health & Safety Commission. Ergonomists provide support to the establishments and actions are carried out with those responsible for prevention, such as the implementation of pedestrian loops (Distri'boucle) to reduce the number of vehicle entries and exit during rounds. Particular attention is paid to the proper adjustment of equipment and vehicles to users' morphologies.

To improve workstation ergonomics and reduce the risk of musculoskeletal disorders (MSD) related to Mail activities, table sorting with five-column compartments has been implemented. Testing of innovative prevention equipment such as exoskeletons is also being conducted. Lastly, preventive actions through occupational health and safety observations and daily checks performed by managers during field rounds allow for best practices to be consolidated and risky postures and practices to be adjusted, through constant dialogue with employees.

Specific actions regarding the risk of harassment

P3 risk identified on the risk map

La Poste combats all forms of violence towards its workers – sexist behaviour, sexual assault and moral and sexual harassment in the workplace – which cannot be tolerated. All parties concerned are involved: managers, HR departments and HR teams, occupational health and safety departments, social workers and employee representatives.

The group's policy for dealing with harassment, updated in 2024 to incorporate the prerogatives of the SECs and included in the 2025 Quality of Life at Work agreement, provides definitions of prohibited behaviours. Harassment-related risks are included in the Single Occupational Risk Assessment Document and harassment officers have been appointed within each Establishment SEC. Awareness-raising is reinforced by compulsory posters about harassment, dedicated communication campaigns, and the "Échangeons 2025" programme, which analyses the results of the engagement survey and puts together task forces to identify collective solutions. Dedicated training is provided for operational HR directors, HR teams, managers and quality of life, health and safety at work managers. The system for preventing and dealing with harassment, including the harassment protocol, is implemented with the help of a national network of experts. The "Support for postal workers" scheme, set up in 2012, allows any employee to report any concerns relating to an individual by e-mail and offers a free 24/7 helpline.

A web platform dedicated to the prevention of sexual harassment, "Zero Tolerance for Sexual Harassment", is also available to provide employees with information and guidance. This awareness-raising initiative, which is accessible to all postal workers, has been designed to help them identify gender-based and sexual violence, encourage victims to speak up without judgement and direct them to the appropriate resources. This is supplemented by the ethical whistleblowing system.

Specific actions concerning the risk of exposure to hazardous materials

P4 risk identified on the risk map

The group has a comprehensive system in place to mitigate and prevent the risks of its employees being exposed to hazardous materials (toxic, corrosive, flammable products, etc.) from packaging, letters or parcels in the postal stream that have been tampered with or compromised.

Since 2020, a hazardous materials awareness guide prepared by the group's Global Security Department has been distributed to all sites. This is supplemented by safety information sheets describing what to do in the event of incidents or accidents involving dangerous goods in general, and radioactive and biological materials, suspicious powders and lithium batteries in particular. These documents can be accessed by all postal workers via the intranet site of the Global Security Department and the Information and Crisis Management Department, guaranteeing uniform practices. In addition, the group is rolling out several training modules to enhance skills in dealing with the risk of hazardous goods: two mandatory e-learning programmes (focusing on road transport and handling, and staff responsible for accepting packages) are taken by all staff concerned, overseen by the business lines and the Global Security Department. This is supplemented by virtual classroom training for prevention officers and managers, as well as face-to-face training for employees handling packages for loading at air terminals.

When a hazardous material is detected, strict procedures are applied to ensure the safety of people and facilities. The product is isolated under secure conditions and only re-enters the postal stream if an exemption is granted. If necessary, the facility may be partially or totally evacuated and the emergency services alerted immediately. Safety instructions are provided in the event of contact with the product. When the sender can be identified and is an account customer, reminders are sent to the sender specifying the terms of acceptance associated with their exemption agreement. All alerts are systematically reported in internal tools (BACO and INDIS) and rigorously followed up. They are discussed by local social dialogue bodies and during in-house briefings. This routine reporting allows for preventive measures to be adapted and constant vigilance to be maintained. The Global Security Department carries out second- and third-level checks at facilities to ensure that statutory signs are displayed, instructions are available and training has been provided for staff in contact with the public.

Specific actions to address the risk of aggression or violence against postal carriers, drivers and delivery personnel

P5 risk identified on the risk map

As they are in contact with numerous customers and third parties, postal carriers and delivery staff are particularly exposed to the risk of physical and verbal aggression. This risk is subject to a zero-tolerance policy. A national agreement with the French Ministry of the Interior has been signed with several regions to increase cooperation with the police. A section on rude customer behaviour has been included in the 2025 Quality of Life at Work agreements and in the distribution agreement, reflecting the company's commitment to making anti-social behaviour part of its social policies. The programme is applied across all levels of management. Particular attention is paid to dealing with rude customer behaviour, and monthly monitoring of rude customer behaviour at facilities is carried out at executive level.

Specific action plans are being implemented at sites identified as being at greater risk, with a renewed focus in 2025. Staff receive training on how to respond appropriately in the event of an aggression and are encouraged to report any incidents they experience to their line managers and through the incident reporting tools, which include the INDIS app. Managers are trained to support staff who experience incidents of rude behaviour. Local events involving the Global Security Department and regular communication campaigns are conducted, including the "Standing Together Against Rude Behaviour" initiative, as well as specific awareness-raising efforts ahead of the peak period. A monthly scorecard is provided by each facility, including monitoring of court rulings obtained. This metric is included in the Global Security Department's annual report on rude customer behaviour.

In the event of aggression, in collaboration with the Global Security Department and the Legal Department, support is provided to assist the postal worker affected, including psychological support and filing a complaint. In 2025, 22 convictions were handed down by the criminal courts for physical assaults and/or death threats against Services-Mail-Parcels employees, classified as "zero tolerance".

La Poste may decide not to deliver to certain recipients if the situation so requires and they pose a threat to the safety of its staff.

Human rights and fundamental freedoms

Specific actions to address the risk of excessive working hours during peak periods

P6 risk identified on the risk map

The group takes specific measures to prevent potential risks associated with excessive working hours for employees during peak activity periods. These measures mainly focus on strengthening teams through the recruitment of temporary staff and rigorous planning of activities. The use of resource management tools helps optimise schedules and distribute workload more effectively among staff.

Specific actions to address the risk of discrimination

P7 risk identified on the risk map

For several years, management has promoted policies to prevent and combat all forms of discrimination at every career stage, whether in materials handling, mail distribution, parcel delivery or other activities. Facilities implement measures in line with social agreements on anti-discrimination and disability.

With regard to keeping people with disabilities in employment, the percentage of employees with registered disabilities employed by La Poste (as mandated by the French government - BOE status) remains well above the legal requirement of 6%. In 2025, around 10% of La Poste SA's workforce or 11,333 postal workers were registered as people with disabilities. The Group's disability policy is based on a series of agreements, in particular the 2023-2025 agreement and the 2026-2027 disability agreement of December 2025, signed unanimously by all the trade unions (CFDT, CGT, FO, SUD and CFE-CGC). La Poste is continuing with its efforts to promote inclusion and quality of life at work for people with disabilities by means of:

- keeping disabled people in work: procedures exist to make workplaces accessible according to the type of disability and adapt workstations as requested by occupational health doctors. In 2025, 963 workstation adjustments were made;
- mobility and support: more than 400 back-to-work and job retention committees are in place to prevent people from losing their jobs. If postal workers wish, they can be referred to Cap Emploi, with the assistance of the disability officer, to find appropriate compensation or career transition solutions;

- access to the training needed to perform their job effectively or to advance in their career is actively facilitated for postal workers with disabilities, and accommodations can be arranged on the basis of medical recommendations. The Personal Training Account (CPF) has been increased by €300 a year, making it easier for relevant employees to take advantage of certification schemes to support their professional development;
- financial assistance for single-parent families and families with disabilities is offered every year. People with disabilities receive personalised support from social workers and the occupational health service;
- lastly, regular awareness-raising and communication campaigns are launched every year during the European Week for the Employment of People with Disabilities (SEEPH) to promote inclusion.

La Poste measured the perception of people with disabilities through a survey carried out by BVA in 2025. Over 3,000 employees did so. 84% of postal workers feel well integrated, 79% have explained their disability to their manager, who was attentive in 84% of cases (stable versus 2024).

The Services-Mail-Parcels business line has been diversity accredited since 2019, which was renewed in October 2024. Created by the French government and run by Afnor, this accreditation attests to the solidity of all HR and purchasing processes and their implementation throughout France. It ensures that the business line's 100,000 postal workers and external stakeholders (suppliers, customers, partners, etc.) meet high standards in terms of preventing and combating discrimination and promoting diversity.

Between 2023 and 2025, poster campaigns, embodied by postal workers and rolled out at all sites, helped to promote La Poste's diversity.

Every year, Geopost organises International Inclusion Week, bringing together 34 subsidiaries operating in Europe and internationally, highlighting more than 180 initiatives and good practices. In 2025, Geopost focused on raising awareness of disability, gender equality and prevention of microaggressions.

Environment

Specific actions to address GHG emissions and local air pollutants

P8 and P9 risks identified on the risk map

In response to the growing and accelerating effects of climate change, the group has strengthened its governance by creating a Climate and Pollution Committee that meets quarterly.

The update of the climate transition plan in 2025, approved by the Board of Directors, aims to ensure compliance with the commitments for 2030⁽¹⁾. It is managed by means of a carbon budget, approved in 2024 by the governing bodies, and incorporated into management dialogue between the Sustainability Department and the Finance Department.

The plan, which is aligned with the group's global strategy and financial planning, identifies ways of reducing emissions and combines the necessary financial resources for the highest emissions activities: logistics, real estate, digital and financial services.

(1) See URD, Section 3.1.2.1 "Climate change - E1".

Decarbonisation depends on the group's ability to continue investing each year in:

- an efficient electric fleet;
- an optimised transport network incorporating alternative solutions;
- low-carbon, energy-efficient buildings.

The group is making progress with the electrification of its fleet, initiated in 2011, and plans to make a gradual transition to electric vehicles or alternative transportation solutions by 2030. The electricity used for charging will come mainly from low-carbon or renewable sources.

For delivery activities in France, the reduction of GHG emissions is based on:

- a focus on the electrification of the Services-Mail-Parcels vehicle fleet following the acquisition of electric vehicles and cargo bikes (4,825 in 2025). The aim is for the entire fleet to be electric by 2035;
- the continuation of training in eco-driving⁽¹⁾.

For long-distance transport, the group is optimising its logistics. It has used low-carbon energies for road transport (biogas, biodiesel, HVO biofuel, electric) since 2022, and promotes the use of biofuels and electric trucks. The long-term objective is to use only alternative powertrains, with a target of 50% of kilometres travelled being low-carbon by 2030⁽²⁾.

Real estate, which accounts for 5% of the group's footprint under the SBTi trajectory, is using several means of reducing GHG emissions by 2030:

- optimising building stock by making buildings more energy efficient (insulation, equipment, regulation), using renewable energies (work carried out by Terseren over the period 2024-2030), energy efficiency (energy efficiency plan, temperature regulation, actions by occupants) and optimising floor space;
- measures for landlords (green annexes, compliance with France's tertiary decree and BACS⁽³⁾) and reducing the surface area (streamlining, carbon criteria in leases) of the leased portfolio;
- use of low-carbon materials or reuse, environmental certifications and life-cycle analyses for the construction and renovation business.

In 2025, the group updated and enhanced its transition plan. It has reasserted its commitment to reducing SBTi emissions by 2030 and 2040 by providing annual details of the means implemented, the impacts generated in terms of reducing emissions and an estimate of the financial resources needed to achieve these targets in the short term.

On behalf of the Executive Committee, an adaptation plan⁽⁴⁾ was drawn up in 2025, leading to an ambition for 2026-2030 based on a climate risk methodology, targets by deadline and operational measures. This plan aims to protect the safety of postal workers and their working conditions, protect assets and investments, prepare customers and suppliers for climate resilience, support local and regional authorities and guarantee continuity and service standards.

Regarding the fight against air pollution⁽⁵⁾, mainly related to transport and delivery activities, the group has set reduction targets⁽⁶⁾, i.e. an 83% reduction in NOx, a 37% reduction in CO, PM10 <350 tonnes/year between 2020 and 2030. These concern first- and last-mile activities, as well as long-distance transport, for both the company's own fleet and subcontracted transport⁽⁷⁾. Transport and logistics businesses are implementing action plans aimed at:

- electrifying the first and last kilometre through the revision of the energy mix and the rollout of cargo bikes;
- optimising logistics models;
- decarbonising long-distance transport (biogas, HVO biofuel, electric and rail-road transport).

Other measures are also being implemented to improve air quality, with 19 cooperation agreements with French cities. The related action plans aim to develop more sustainable urban logistics (local regulatory changes in road use practices, support measures for cycle logistics, installation of charging infrastructures, etc.). This collaboration supports the transition towards more eco-friendly fleets and the development of all the group's urban logistics operators (Colissimo, Log'issimo, Chronopost, Pickup, etc.).

3.3 Specific actions of the Local Services business line

Health and safety

Specific actions to address the risk of aggression or violence against postal workers in contact with customers

P10 risk identified on the risk map

As part of its quality of life at work policy, the group is committed to preventing occupational risks and ensuring a safe working environment for postal workers. The figures for assaults in France have risen significantly: in 2025, there was a 15% increase in acts of violence in urban areas compared with 2024⁽⁸⁾. These behaviours, which affect all sectors, are largely influenced by a societal context that goes beyond the company itself.

Preventing and combating aggression and rude customer behaviour, the leading cause of work-related accidents, is a strategic priority. This is based on a multi-disciplinary action programme supported by executive management and the involvement of managers and

experts at national and regional level. Structured governance, based on dedicated bodies, ensures that reports are monitored and that metrics and actions are overseen.

From 2022, the Retail Customers & Digital Services business line, in cooperation with the Global Security Department and the Legal Department, has implemented a zero-tolerance policy. For the most serious offences, this entails systematic account closure (La Banque Postale customers) and the filing of a complaint with legal assistance. This policy has resulted in more than 180 convictions since it was launched, including 57 in 2025 (prison sentences, bans from certain post offices, damages and legal warnings). For minor rude customer behaviour, the area manager has the power to take graduated action: a reminder letter, a warning, account closure and filing a complaint. This policy is displayed in the customer area, and court decisions are communicated to postal workers by means of posters in back office areas.

(1) See Section 7.5 "Overview of the training system".

(2) Own and sub-contracted kilometres travelled.

(3) The French tertiary decree imposes an obligation to achieve results in terms of reducing energy consumption, while the BACS decree is based on an obligation of technical means, with the installation of automation and control systems.

(4) See URD, Section 3.1.2.1 "Climate change - E1".

(5) See URD, Section 3.1.2.2 "Pollution - E2".

(6) Based on the decarbonisation trajectory of the Services-Mail-Parcels business line and Geopost in Europe.

(7) See Section 7. "Report on the implementation of the duty of care plan".

(8) Source: French Internal Security Ministerial Statistics Office.

A major effort is being made with regard to training, which is a key element of prevention:

- collective training is systematically provided at the post offices most exposed to the risk of rude customer behaviour: around 5,000 employees (including temporary staff) have received training as a result. Training was provided at an additional 100 post offices in 2025 (compared with 2024);
- training for area managers and sales area managers was updated in early 2025 and extended to operations managers⁽¹⁾ and deputy bank advisory managers;
- a new e-learning course on preventing rude customer behaviour has been available since the end of May 2025. It supports a more comprehensive system for dealing with rude customer behaviour via remote means (telephone, e-mail, chat, social media, Google reviews);
- the training module on everyday rude customer behaviour is provided by the area manager/sales area manager as part of the "Parlons Zen" workshops.

The Widget solution, designed to alert the office team discreetly in the event of tension with a customer in order to provide back-up and help in dealing with the situation is now used at more than 1,000 post offices. The system is helping to reduce the number of reports and provide a greater feeling of safety. It is used in addition to the existing alarm button and remote surveillance equipment that can be triggered in the event of an attack. The extension of the Widget solution to Smartéo is currently under development and will become operational in 2026.

Employee safety is enhanced by means of equipment such as surveillance cameras, use of appropriate furniture and human resources, with security guards at targeted offices and/or the presence of mediators and translators. Local partnerships with the police have also been set up, particularly in the most sensitive neighbourhoods.

Prevention of aggression, violence and rude customer behaviour is incorporated by design into most projects, in particular by means of the Care Label. The aim is to assess the risk of aggression or rude customer behaviour associated with a new project or service, and incorporate preventive measures from the outset. The group is working with LBP on preventive measures such as account closure management and the Know Your Customer compliance system⁽²⁾.

Multidisciplinary support is provided for victims, including psychological, medico-social, legal and insurance support. The support system includes a 24-hour telephone helpline and a local psychological support service. To support employees who have been victims of aggression, the area manager may decide to close the post office, offer reassignment to another post office and organise debriefs and discussion time with employees.

The number of reports, including aggression, continued to decline in 2025 within the network. The postal workers' engagement survey shows a steady and significant increase in their perception of the usefulness of actions, with an engagement rate of 64% in 2025 (up 0.1 points vs 2024).

Combating remote rude customer behaviour has been opened up to all employees of La Banque Postale's Remote Customer Relations Department⁽³⁾, the telesales call centre⁽⁴⁾ and the Operational Banking Services Department⁽⁵⁾. This has been incorporated into the group's zero-tolerance policy for dealing with rude customer behaviour by remote means. A number of initiatives were taken in 2025 to support customer relations centre employees, such as provision of e-learning, development of face-to-face training modules for managers and employees, and INDIS accreditation to provide managers with a view of aggression/rude customer behaviour.

Specific actions regarding the risk of harassment

P11 risk identified on the risk map

The internal regulations of Retail Customers & Digital Services subsidiaries stipulate that all employees can benefit from the subsidiary's protection in the event of any aggression, discrimination or harassment to which they may be subjected. Protocols are in place to prevent harassment and aggression, and to provide psychological support for staff who are victims of such incidents. There is zero tolerance of harassment, and any person found to have engaged in such behaviour is subject to disciplinary proceedings. Whistle-blowing systems enable employees to report incidents they have experienced or witnessed.

In 2025, a web platform dedicated to the prevention of sexual harassment, "Zero Tolerance for Sexual Harassment", was launched to provide information and guidance for postal workers. This awareness-raising initiative, which is open to all postal workers, has been designed to help identify gender-based and sexual violence, encourage victims to speak up without judgement and direct them to the appropriate resources. The platform is accompanied by a training module designed to combat these forms of violence: "Stop violence: understand and act".

With regard to cyber-harassment, collaborative work has been undertaken to define a process for dealing with offensive Google reviews. The meeting was attended by the Employee Experience Department, the group Legal Department, the Retail Customers & Digital Services rude customer behaviour project manager and remote customer relations management teams. A report published in the second half of 2024 sets out this process in more detail.

Human rights and fundamental freedoms

Specific actions to address the risk of discrimination

P12 risk identified on the risk map

See specific actions regarding the risk of discrimination in the Mail and Parcels business line for a description of the general mitigation and prevention measures for this risk⁽⁶⁾.

The zero-tolerance policy applies to all employees in the Local Services business line. Training is provided to raise awareness among all management teams. The manager development programme includes workshops on inclusive management, led by the Strategic Managers Department.

(1) Post offices.

(2) Regulatory process that requires financial institutions to verify the identity of their customers in order to combat money laundering and financing of terrorism.

(3) These centres, attached to the Retail Customers & Digital Services business line, receive calls (on the number 3631) from customers.

(4) Outgoing and incoming calls for business customers.

(5) Incoming and outgoing calls for banking customers (on the number 3639).

(6) See Section 3.2 "Specific actions by the Mail and Parcels business line".

With regard to gender discrimination, specific workshops on preventing sexism and moral or sexual harassment are organised for managers. Employee Experience Labs on disrespectful behaviour towards women have also been launched. Training for post office managers includes a module on disrespectful behaviour towards women. The "disciplinary sanctions" poster, distributed to all facilities in the network, provides a reminder of the penalties for harassment or sexism.

3.4 Specific actions of the Bancassurance business line

Specific actions regarding risks related to financing and investment activities

P13 risk identified in the list of scenarios

As part of its commercial activity to finance the economy, La Banque Postale serves the following customer segments: corporates, non-profits and the local public sector (local authorities, public hospitals, social landlords). LBP AM specialises in the management of European listed and private assets. As part of their investment activities, La Banque Postale and CNP Assurances also manage their own assets with a view to sustainable performance and risk control.

The priority gross risk identified is that of causing or contributing to potentially serious impacts on human rights and the environment committed by third-party entities via financing and investment activities. To assess and control this risk, La Banque Postale has implemented the following measures:

- assessment of negative and positive impacts using an internal rating system based on non-financial criteria and developed for priority activities (Global Impact Index – GII);
- development of a methodology for analysing assets in order to assess them against sustainability criteria (GREaT), which makes it possible to monitor the alignment of funds and decide on any company exclusions;
- supervision of activities covered by the Responsible Financing and Investment Charter through:
 - exclusion of activities considered incompatible with CSR issues or which operate in sensitive sectors, and
 - monitoring controversies involving companies, up to and including exclusion;
- implementation of a dialogue and shareholder engagement policy to contribute to the prevention, mitigation and remediation of negative impacts on human rights, the environment and good governance principles;
- monitoring the effectiveness of these actions by dedicated bodies.

These action levers relate to all the human rights and environmental issues covered by duty of care.

Human rights and fundamental freedoms

In 2025, the duty of care approach was enhanced by the adoption of a human rights policy specific to financing and investment activities. La Banque Postale is committed to analysing the ability of its major corporate counterparties to uphold human rights and taking the results of these assessments into account in its financing and investment decisions. La Banque Postale identifies companies that perform poorly in their management of human rights issues and engages in dialogue to encourage them to make progress. It performs regular checks for any controversies. In the event of serious and/or repeated controversies, the company may

be excluded from current or future financing and investment. For financing activities relating to existing customers, La Banque Postale may decide not to enter into any new business with them.

In the case of sovereign bonds, countries that score poorly on indices relating to fundamental rights (political rights and civil liberties, workers' rights and freedom of the press) are excluded.

In 2023, LBP AM adopted a policy dedicated to the implementation of human rights due diligence procedures, based on and including the following measures: incorporating key risks into the rating and selection of assets, assessment of the sustainability of investments, norm-based exclusion and engagement policy, and stakeholder consultation. This policy has been approved by the Sustainable Finance Committee, which comprises members of the Executive Board, the heads of the management and analysis teams, sales teams, the Risk Management Department and CSR managers. Implementation is monitored by the GREaT and ESG Committees.

In 2025, LBP AM carried out 87 engagement actions with 62 European and international companies. These actions addressed key issues such as prevention of forced labour and child labour, the risks associated with the development and use of AI, adequate wages, the risks associated with the development and use of chemical substances hazardous to human health, just transition, workers' health and nutrition.

LBP AM updated and improved its analysis methodology for private debt investment in 2025. The development of the GREaT tool allows for better identification of the key risks in terms of sustainability and, in particular, human rights. LBP AM therefore optimises the monitoring of these risks over the course of the investment's life cycle.

In addition, in 2025, LBP AM joined the Platform Living Wage Financials and the Steering Committee of the Corporate Human Rights Benchmark initiative, and participated in the International Committee on Credit Reporting's initiative on the fundamental rights of platform workers, to encourage new technology companies to enhance their approach to trade union rights, living wages, working hours and analysis of the impact of the adoption of AI on workers.

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Environment

With regard to potential environmental damage linked to financing or investments, since 2021 La Banque Postale has made climate commitments to achieve net zero emissions by 2040, associated with decarbonisation trajectories concerning operations and financing and investment portfolios. In 2025, La Banque Postale published its transition plan for its main entities (La Banque Postale, CNP Assurances, LBP AM and Louvre Banque Privée), aligning all climate actions with its strategy.

The climate and sustainability commitments of the financing and investment portfolios are based on the following policies and framework documents:

- the policy of excluding companies involved in environmental controversies, included in the risk management policy and in the Responsible Financing and Investment Charter. A Controversies and Exclusions Committee was established to manage ESG controversies;
- sector-specific policies (coal, oil, gas, aeronautics, deforestation and conversion of ecosystems) put in place to guide financing and investment and define exclusions;
- decarbonisation trajectories for certain fuel-intensive sectors such as real estate, automotive transport, air transport and cement;
- shareholder engagement: subsidiaries, in particular LBP AM and La Financière de l'Échiquier, actively use shareholder dialogue and voting at general meetings to encourage investee companies to adopt trajectories that are compatible with net zero targets;

- incorporation of ESG criteria into investment decisions to ensure alignment with decarbonisation targets. Tools such as the GREaT methodology enable investment managers to align their funds with the group's objectives by selecting ESG investments;
- operational commitments, such as energy efficient buildings, responsible digital technology, responsible transportation, responsible purchasing, renovation, economical use of resources, eco-design and reuse.

CNP Assurances is aiming for a carbon neutral portfolio by 2050 by taking a responsible investment approach. By the end of 2025, 79% of investments were managed according to ESG criteria for investments in traditional and unit-linked savings portfolios. The company applies sector-specific exclusion policies (e.g. no new direct investment in a company when more than 5% of its revenue derives from coal). In addition, CNP Assurances conducts demanding shareholder dialogue with companies in the sector to support them in their energy transition and call on them to immediately stop any new fossil oil or gas exploration or production projects.

4 Actions to mitigate and prevent priority risks for the group's outsourced activities

4.1 General mitigation and prevention actions

Below is a list of risk mitigation and prevention measures common to all purchasing categories.

General framework and policies implemented

At group level

Group responsible purchasing and purchasing compliance policies⁽¹⁾

Three **Responsible and Ethical Purchasing Charters** for buyers, specifiers and suppliers.

A **subcontracting monitoring system** that covers various key aspects of the relationship, such as operational efficiency, service quality and safety. One of the pillars of this system is occupational health and safety, encompassing human rights concerns and promoting access to the whistleblowing system.

Internationally

Responsible Purchasing Charter

Geopost has a Responsible Purchasing Charter for suppliers and subcontractors. Appended to contracts, it sets out formal reciprocal commitments between Geopost and its partners, as well as requirements in terms of respecting human rights, health and safety at work (including road safety) and the environment.

Geopost's Partner of Choice programme⁽²⁾

Geopost is taking steps to prevent any negative impacts and risks that could affect employees and subcontractors working under direct contracts with the group. Through the "Partner of Choice" programme, Geopost has set up a system for monitoring its subcontractors, implemented on a local level by subsidiaries. It covers the main aspects of collaboration, in particular quality of service and safety, and aims to improve working conditions in the key activities of handling, transport and distribution. This programme is based on essential principles: training and awareness-raising, respect for fundamental rights (freedom of association, collective bargaining), working hours compatible with work-life balance, dignified working conditions, decent pay and rigorous monitoring systems.

Partner Barometer

Geopost has collected the opinions and impressions of its partners in complete confidentiality every year since 2024. The aim is to better understand their expectations and assess how they match Geopost's business needs.

(1) See UDR, Sections 3.1.4.2, "Management of relationships with suppliers" and 3.1.3.2 "Workers in the value chain".

(2) See URD, Section 3.1.3.2 "Workers in the value chain - S2".

Risk management systems	Measures taken by the group's Purchasing Department
Sourcing and monitoring	- Purchases in line with the group's responsible purchasing policy and non-financial commitments. - Regular observation and active monitoring through the press and exchanges as part of sector initiatives. - Regular monitoring of country/sector risks (EcoVadis or Afnor scores, alerts and negative press).
Choice of suppliers	- Inclusion of ESG criteria accounting for 10% of the overall rating for formal tenders within the framework of consultations and calls for tender. These criteria are defined based on previously identified risks. - Carrying out site visits in France and abroad to check technical bids submitted by tenderers (for example, as part of the tender for customer relations centres in Morocco, Benin, Togo and Senegal).
Documentation	- Group purchasing compliance policy. - Supplier conformity assessment procedure. - Responsible and Ethical Purchasing Charters (commitments made by the group, suppliers and service providers, specifiers and major tenders).
Contractual clauses	Inclusion of clauses in contracts and general purchasing conditions requiring the service provider to: - meet obligations to comply with the law on the duty of care; - inform their employees of the whistleblowing systems made available to them by the group; - carry out a self-assessment covering the following areas in particular: human resources, health & safety and working conditions, supply chain management and environmental management; - agree to an audit, which may cover duty of care topics.
Risk assessment	- Assessment of all suppliers under contract (see description below). - Extension of the supplier risk assessment system (e-compliance hub) to ten subsidiaries. - Use of the EcoVadis assessment platform to monitor the scores of nearly 320 strategic suppliers.
Training	Compulsory duty of care training for Purchasing Department staff and specifiers.
Whistleblowing system	- Reference to whistleblowing systems in: - purchasing officers' electronic mail signatures; - the general purchasing conditions and La Poste Groupe's Responsible and Ethical Purchasing Charter. - For suppliers with access to the EcoVadis platform, the website address for the whistleblowing system is also accessible on La Poste's profile. It is also specifically communicated to service providers via a newsletter and is also displayed on posters in certain Services-Mail-Parcels platforms, featuring a QR code linking to the whistleblowing system. - La Poste Groupe's corporate website mentions the whistleblowing system, as does the Suppliers section of the intranet site for employees and suppliers.
Incidents	Rules governing the handling and management of significant incidents at group level by the group Risk Department, implemented in 2024. Each entity is responsible for reporting and handling incidents that occur within the scope of its operations.

Actions taken regarding suppliers and service providers form part of a continuous improvement approach, incorporating assessment and control systems.

Improvements to the supplier assessment process to support a risk-based approach and a continuous improvement approach



The group uses a supplier assessment process, which is one of the cornerstones of its duty of care and compliance procedures. This process is designed to analyse suppliers and anticipate risks that could affect operations, employees or the value chain. By the end of 2025, more than 7,000 suppliers in France were integrated into

the supplier e-conformity hub system⁽¹⁾. This tool ensures compliance by verifying documentation, including registration, Urssaf (French social security body), list of foreign employees, etc., as well as regulatory compliance through supplier evaluation.

(1) A platform for the monitoring and evaluation of a supplier across all compliance areas, identifies the existence and severity of risks, and supports the supplier in achieving compliance in the business relationship.

Assessment is part of an active risk management approach. Each supplier undergoes a review, including:

- automatic checks against international sanctions and monitoring lists;
- analysis of signs of weakness by consulting negative press and open source documents; and
- where necessary, targeted regulatory questionnaires to assess the maturity of internal procedures. If a supplier already has an EcoVadis assessment, it is automatically integrated into the internal supplier evaluation system.

This system is backed by an established governance structure that decides on relationships with suppliers that present a major or critical risk. Decisions may include suspending or terminating the business relationship, precautionary measures, penalties, and on-site documentation audits. A total of 20 duty of care supplier audits were conducted in 2025.

To ensure that all its operations are covered, Geopost relies on two dedicated platforms:

- the supplier e-compliance hub, shared by group entities and Geopost's French subsidiaries. Since September 2025, Chronopost and DPD France have used the hub to assess their transportation subcontractors;

- a specialised external solution for assessing third parties, currently being rolled out at all Geopost's international subsidiaries.

This approach enables Geopost and its subsidiaries to obtain a clear view of the level of risk associated with each business relationship, including environmental, human rights and workplace safety issues.

Geopost continued to implement its subcontractor compliance programme in 2025. This is based on three structural components:

- implementation of a subcontractor compliance policy, common to all subsidiaries, setting out the applicable legal and regulatory requirements, ethical values and principles, as well as the rules and controls to be implemented for the subcontracting of handling, transportation or parcel collection and distribution activities;
- a standardised third-party assessment process based on a set of procedures and tools for screening suppliers and service providers;
- international regulatory oversight to ensure the subcontractor compliance system remains up to date.

4.2 Actions to prevent and mitigate priority risks for outsourced Mail and Parcels activities

Through the Services-Mail-Parcels business line and Geopost, the Mail and Parcel business line offers a complete range of parcel delivery solutions, both home and out-of-home, and services dedicated to e-commerce, for the benefit of large companies, mid-caps and SMEs, supported by a network of recognised brands in more than 50 countries. To carry out these activities, it relies on an extensive network of service providers involved in key activities in its value chain: long-distance transport, handling, collection and last-mile delivery.

Of the 16 priority consolidated gross risk scenarios identified in the 2025 mapping exercise, eleven priority gross risks directly concern the Mail and Parcels business line's outsourced activities⁽¹⁾:

- four health and safety risks, including road accidents, handling accidents, musculoskeletal disorders, exposure to hazardous materials and aggression;
- five risks concerning human rights and fundamental freedoms, relating to excessive working hours, contract insecurity, unfair employment conditions (a risk specific to international business), illegal work and discrimination;
- two environmental risks associated mainly with emissions of greenhouse gases and local air pollutants.

In order to mitigate and prevent potential serious breaches of these risks in the course of their activities, the Services-Mail-Parcels business line and Geopost use a structured set of risk management procedures, combining cross-functional measures managed at head office level and specific actions implemented by subsidiaries. General risk management procedures include the 2025 risk mapping exercise, an ethical whistleblowing system operational at all subsidiaries, a third-party assessment policy supported by dedicated platforms, and an internal control framework incorporating a series of measures and controls relating to human rights, health and safety, and the environment. Dedicated training programmes are also in place. At Geopost, the Partner of Choice programme and the

annual Partner Barometer are rolled out in addition to these initiatives. In line with the risk mapping carried out as part of its duty of care, Geopost has rolled out a specific support plan for its subsidiaries, including a series of on-site visits to a representative sample of subsidiaries, selected on the basis of their size, geographical area and level of risk exposure. These have been used to supplement the risk management procedures implemented locally, whether as part of the group's own initiatives or in response to group-wide measures. The aim was also to identify best practices that could be replicated.

Mitigation and prevention actions for priority consolidated gross risks associated with activities outsourced by the Mail and Parcels business line are described in this section.

Health and safety

The group has a policy aimed at protecting the health and safety of employees of service providers working in its outsourced activities (road transport, handling, delivery, temporary workers). This policy is based on systematic prevention plans, safety protocols and internal regulations applicable to all sites. Each service provider is informed of the risks identified and the measures to be applied before starting to provide services, and undertakes contractually to comply with these measures. Governance is based on regular meetings between site managers and representatives of service providers, as well as on incident alert and analysis systems. Awareness-raising and training are built in from the contracting phase, with requests for health and safety training, and information campaigns are rolled out about healthy movement and posture. Operational actions include providing personal protective equipment (PPE) and checking that it is worn, displaying safety instructions and checking vehicles and equipment. Field checks and audits assess the effectiveness of measures and are used to adjust procedures.

(1) See Section 2.3 "Consolidated results of risk mapping for Mail and Parcels outsourced activities".

Specific actions to address the risk of accidents

TI, M1, L1 and I1 risk identified on the risk map

The group and its subsidiaries have a proactive policy to prevent and reduce the risk of accidents in the context of activities entrusted to road transport, handling, delivery and temporary employment service providers. This policy is based on a common set of measures applied to all service providers, in addition to specific measures adapted to each type of activity.

Prevention is based on strict contractual and organisational requirements. Specifications and contracts stipulate that each service provider must protect the health and safety of its employees by providing the mandatory PPE (gloves, safety shoes and high-visibility jackets) and ensuring that they are worn. These obligations are set out in internal rules of procedure, prevention plans and safety protocols for postal sites, which are communicated to service providers. In the field, appropriate signage (road markings, panels) add to these measures, and daily checks ensure compliance with the rules, with zero tolerance: for example, any employees not wearing PPE cannot access sites. If workers are suspected of being intoxicated or under the influence of drugs, La Poste can contact law enforcement in the presence of the employee's representative.

The induction process for new joiners, particularly temporary workers, includes several days' training in health and safety and appropriate work techniques, as well as a period spent working in pairs with an experienced employee. For those who are required to drive a vehicle, their licence is checked before they take up their post and practical training is provided (vehicle handling, doing rounds in pairs). Preventative rounds and operational checks are carried out to ensure that safe practices and techniques are being used.

Information about whistleblowing systems are displayed on site, with a QR code to report issues immediately. In the event of a serious accident at a postal site, the group organises first aid and evacuation and ensures that those present are safe. A meeting is then held with the site manager, union representatives, the SEC and the service provider to look into the causes and define a corrective action plan. After an accident, information is exchanged between La Poste and the service provider, in addition to regular meetings organised at national and local level to review risks and accidents and adjust measures and action plans.

Geopost uses similar measures and supplements them with specific health and safety training for outsourced activities. It also implements operational measures to prevent the risk of accidents, for example by installing non-slip surfaces or improving lighting to make routes through its depots safer. Wearing PPE is compulsory, and many subsidiaries provide their subcontractors with non-slip safety shoes and high-visibility jackets. Regular checks are carried out and any incidents or breaches of these obligations are recorded, with the possibility of penalties for the service provider.

For road transport and delivery activities, calls for tender include constraints regarding working hours and rest periods. Transport and delivery times are calculated taking into account the risks associated with fatigue and driving for too long. Questionnaires about the condition of vehicle fleets are sent to service providers every year, and vehicles are checked for compliance with regulations (Euro standards, Crit'Air sticker) and their general condition (smooth tyres, loose bumpers, vehicles emitting smoke, missing or broken rearview mirrors/lights). For road hauliers, La Poste carries out documentation checks prior to any contractual agreement, including checking the validity of their transportation licence and professional liability insurance certificate, and the obligation for

drivers to undergo ongoing training (35 hours every five years) including road safety. For delivery, contracts include clauses on complying with labour regulations and preventing road risks. Delivery service providers are therefore asked to provide evidence of training their staff and raising awareness about health and safety and road safety. Documentation checks are carried out to ensure that vehicles are covered by insurance, and awareness kits (posters, flyers, safety information sheets) are handed out when the service begins. La Poste also runs campaigns to raise awareness about cycle logistics in order to promote safer and more sustainable delivery methods. Any breach by the road transport and delivery service providers may result in warnings, penalties or even termination of the contract in the event of serious or repeated non-compliance. Geopost also reports on serious incidents involving service providers (including road accidents). Specific measures are implemented at subsidiaries to limit excessive speeds when making rounds, with pre-qualification and round planning processes, as well as training in safe driving. Audits of subcontractors (compliance of permits, licences and vehicles, as well as their condition) and access to the Safecall whistleblowing system, which is open to all drivers, help to reinforce the safety culture and prevent dangerous behaviour. Crisis management systems also provide support for victims in the event of a serious accident.

In addition, loading, unloading and manual sorting operations expose temporary workers and employees of the group's service providers to the risk of injury, particularly when handling heavy or cumbersome loads. In order to reduce the risk of serious handling accidents, handling service providers are received by the site manager and staff representative bodies during a preliminary visit to the site, known as a joint inspection, organised before the service begins. They are made aware of the internal rules of procedure, the prevention plan and the single document including the occupational risk assessment. A health and safety data sheet for each workstation is also shared with the managers of service providers so that it can be passed on to their employees. Contracts require the strict application of the safety protocols established with La Poste for loading and unloading operations. An onboarding process has been established, designed to ensure a gradual ramp-up in workload and skill development for new logistics service workers and temporary staff, through a phase of observing tasks in pairs with an existing worker.

For temporary staff, given the varying levels of experience in handling, parcel delivery and mail distribution, specific measures have been implemented to help them better understand the techniques, correct postures and risks. Contracts with temporary employment agencies include prevention procedures, awareness-raising measures and compulsory training. La Poste provides a list of the PPE to be supplied for each job, and temporary employment agencies must ensure that it is made available. If a temporary worker repeatedly fails to wear or forgets their PPE, they will be refused access to the site and a report will be made to the temporary employment agency. A whistleblowing system is also put in place by the temporary employment agency to allow for incidents to be reported. Geopost subsidiaries implement a range of measures combining training, appropriate equipment, work organisation and structured safety management systems, as in Italy, where subcontracted activities are fully incorporated into BRT's ISO 45001-certified management system. Similarly, Chronopost and DPD France draw up prevention plans and safety protocols for loading and unloading operations, in consultation with handling service providers and transport and delivery subcontractors. Finally, Geopost's subsidiaries run regular information campaigns for internal and external staff to raise awareness about essential safety rules.

Specific actions related to the risk of musculoskeletal disorders (MSDs)

T2, M2 and L2 risk identified on the risk map

To reduce the risk of MSDs in outsourced activities, the group has rolled out a common system for all road transport, delivery and handling service providers, supplemented by specific measures tailored to each business sector. In addition to the workplace health and safety requirements included in specifications and contracts, specific actions are implemented to help prevent the risk of MSDs. To this end, La Poste sets targets for its service providers to ensure that their employees are not faced with workloads or deadlines that are incompatible with the prevention of MSDs, and asks them to offer a suitable organisational structure. CSR criteria in calls for tender require service providers to provide training in MSD prevention for their employees. Awareness-raising measures include compulsory posters in operating halls and loading areas, sharing of information sheets on proper movement and postures, and information sessions for employees before they take up their role.

When selecting road transport service providers, La Poste considers the causes of MSDs and defines reasonable transport time requirements that respect legal rest periods. This measure helps prevent drivers from sitting for extended periods, thereby reducing the risk of MSDs associated with driving. Trucks are equipped with suspension seats that reduce vibrations, which can become a source of long-term lower back and joint pain for drivers. Furthermore, the risk of MSDs related to loading and unloading operations by drivers is minimised as they are not responsible for these tasks; handlers take care of around approximately 99% of delivery flows.

In the case of deliveries, service specifications include a specific article on the risk of MSDs, requiring the service provider to train its delivery staff in appropriate postures and movements. Candidates are asked to provide proof of their training (documentation or certificate). La Poste provides its service providers with health information sheets specifying advised physical techniques, particularly for delivery round preparations. Finally, delivery round targets are set to avoid excessive workloads. In accordance with the internal rules of procedure for postal sites, it is compulsory for delivery personnel to wear PPE.

The specifications for handling service providers stipulates that "In the performance of the services, the Service Provider is required to ensure the prevention of occupational health and safety risks for employees, in particular MSDs (e.g. wearing personal protective equipment, proper handling posture for packages, prevention to hazardous materials)". La Poste also attaches to contracts an information sheet on the stowed bulk standard, which explains the correct movements and postures to adopt in order to reduce exposure to the risk of MSDs.

Internationally, Geopost subsidiaries have implemented measures that include making parcel handling operations more ergonomic, giving out instructions on safe lifting techniques, providing recurrent reminders in training modules and adapting processes or equipment to limit physical strain.

Specific actions concerning the risk of exposure to hazardous materials

M3 and L3 risk identified on the risk map

La Poste applies a strict framework to prevent employees being exposed to hazardous materials. The policy is based on the Responsible and Ethical Purchasing Charter, the prevention plan signed by service providers, contractual clauses and specifications made available to service providers. These systems require:

- compliance with national and international regulations (CLP, ADR, TMD order on transportation of hazardous materials);
- training for the staff concerned;
- supply and compulsory wearing of PPE in accordance with the internal rules of procedure of postal sites.

Awareness-raising among service provider employees is reinforced by information sessions, displaying "hazardous materials" information sheets and the distribution of prevention kits containing operational procedures, best practice guidelines and instructions on the management and isolated storage of hazardous materials. In the event of an incident, the protocol provides for the immediate isolation of the offending parcel and its handling by a La Poste manager. Site managers are responsible for implementing the prevention plan, which is regularly monitored by production managers and prevention officers (field rounds, pre-entry and on-the-job checks).

At Geopost, hazardous goods are only accepted within the limits set by the legislation of the country in which it is operating. Internal procedures specify authorised categories and quantities, as well as collection, transport and delivery conditions. In particular, the reference guide requires:

- the appointment of a safety officer for the transport of hazardous goods;
- use of a specific service code to identify the items concerned;
- implementation of incident reporting and escalation procedures;
- training requirements for management and all staff in the processing chain;
- availability of emergency response equipment at the sites concerned;
- a system for informing drivers before departure of the presence of hazardous goods in limited quantities.

Governance and monitoring are provided by the operations departments of Geopost's subsidiaries, including the publication of an incident reporting standard, a unified table of categories and a standardised incident reporting form. This shared framework ensures standardised and secure incident management across the entire network.

Specific actions to address the risk of aggression or violence against postal carriers, drivers and delivery personnel

T3, L4 and I2 risk identified on the risk map

To prevent the risk of aggression against drivers, alternative routes are taken to avoid those that are considered dangerous. In the event of the risk occurring, it is managed through the established whistleblowing system. If the aggression against the driver was for the purpose of stealing the goods in the vehicle, La Poste analyses the causes of the aggression (location, circumstances, etc.) and takes additional measures to prevent similar events occurring in future (e.g. taking a safer alternative route to avoid the area where the aggression occurred).

The risk of violence and aggression can manifest in two ways in delivery activities, as the delivery person can either be the victim or the perpetrator. In both cases, measures are put in place:

Aggression against a delivery person

As a preventive measure, delivery specifications include an information sheet on "Safety - Recommendations and what to do in the event of aggression", to help employees identify high-risk situations and respond appropriately.

In the event of aggression, La Poste encourages the victim to lodge a complaint. This point is covered in a specific paragraph entitled "Safety of goods and people" in the information sheet attached to the contract. Reoccurring aggression towards delivery personnel in the same area may result in the area being declared undeliverable. La Poste's whistleblowing system is also available and communicated to service providers.

Geopost and its subsidiaries implement specific measures to prevent the risk of aggression or violence against drivers and delivery personnel. These include, for example, providing advice on de-escalating the situation in the event of rude customer behaviour, setting up clear procedures for reporting incidents, and improving coordination with the local authorities in the event of an emergency or aggression. In addition, in certain countries where the risk of aggression is more widespread, Geopost subsidiaries have put specific measures in place to protect their drivers.

Aggression towards employees and/or customers by a delivery person

Under the contract signed with the delivery companies, delivery personnel are expected to act with restraint, consistent with La Poste's values, in accordance with the internal rules of procedure and the prevention plan. Employees are trained to adopt the appropriate responses (avoid escalation, seek assistance from their supervisor, avoid being on their own, end the discussion after three minutes, etc.). In the event of an aggression, with or without violence, it is documented in writing and the delivery company manager is summoned. La Poste may also decide to ban this delivery person from accessing postal sites.

To prevent the risk of violence and aggression against temporary workers, specific measures tailored to this category have been implemented. Health and safety topics, including the risks of violence and aggression, are discussed during regular meetings held several times a year at national and local levels between La Poste and temporary employment agencies. In 2025, discussions took place between the group HR department and a temporary employment agency with a view to introducing a module to raise awareness and prevent their temporary workers from the risk of aggression and rude behaviour. Finally, as an exception, when the aggression is classified as a Zero Tolerance incident, La Poste may grant special legal and financial protection to the victim.

Human rights and fundamental freedoms

Specific actions to address the risk of excessive working hours

T4, M4 and L5 risk identified on the risk map

La Poste sets reasonable delivery time targets to prevent the risk of excessive working hours. Service providers remain responsible for ensuring balanced working hours for their employees, while the group organises and optimises operations so that this responsibility is

upheld. Checks are carried out of the time between the parcels being made available and the deadline for their return, and if the deadline is not met, warning letters are sent to the service provider concerned. During busy periods, specific communications enable service providers to adapt their resources and additional contracts can be mobilised to avoid excessive workloads.

To cope with the risks associated with periodic surges in activity, Geopost has put in place systems to anticipate the variability of parcel volumes throughout the year, including identifying significant daily fluctuations. A specific process has been deployed for peak periods, including planning, capacity adjustments, daily operational monitoring and feedback. In addition, Geopost subsidiaries use route optimisation tools to adjust planning and improve productivity while respecting working hours. Geopost also monitors overall working time trends as part of its Partner of Choice programme. In 2025, a reduction in the time spent in loading bays and on the road was observed, reflecting more balanced schedules and improved working conditions for drivers.

Specific actions to address the risk of abusive use of zero-hours contracts

T5, M5 and L6 risk identified on the risk map

In order to prevent the risk of improper use of zero-hours contracts in outsourced activities, Geopost has introduced a reference framework provided by the internal control reference framework, based in particular on the human rights policy, including a chapter dedicated to outsourced operations. Geopost ensures that the reference framework is rolled out correctly and that best practices are shared with its service providers. In addition, subsidiaries apply the Responsible Purchasing Charter, a key document on human rights and working conditions, as an appendix to contracts with service providers. The annual partner barometer shows that partners have a high level of awareness of these requirements. Additional measures have also been implemented at the level of Geopost subsidiaries, such as communicating projected volumes for optimised planning of service provider staff, and carrying out audits of subcontractors. For handling operations, aggregate information on trends in involuntary staff turnover is also collected with the support of service providers. Monitoring these trends over time enables the assessment of the stability of service providers' workers.

Specific actions to address the risk of unfair employment conditions (wages and social benefits)

T6, M6 and L7 risk identified on the risk map

To prevent the risk of unfair employment conditions, Geopost defines common expectations at group level through the Responsible Purchasing Charter, the human rights policy, which contains a section on fair pay and internal control guidelines. Its subsidiaries retain responsibility for managing its service providers and ensuring fairness in its operations. In this context, and in particular through its Partner of Choice programme, Geopost has carried out analyses to obtain a consolidated and comparative view of certain remuneration practices within its entities. Some subsidiaries, in particular DPD Netherlands, carry out audits of subcontractors or require certificates issued by independent bodies attesting to compliance with obligations in terms of social security contributions, thereby helping to increase transparency. Reporting channels are also made available to service providers, such as the Safecall whistleblowing system and the partner barometer, so that any situations of concern can be reported.

Specific measures to address the risk of illegal work

M7, L8 and I3 risk identified on the risk map

Within the context of outsourced activities and in order to prevent risk relating to working conditions that may be aggravated by illegal work across all business lines, all subcontractors agree to the general purchasing conditions, which specify:

- under "Comply with legal and regulatory provisions", their obligation to be in compliance with all applicable legislative and regulatory provisions;
- under "Illegal work", their obligation to provide the necessary legal and regulatory documents (certificate of registration, Urssaf certificate, list of foreign workers), in accordance with the French duty of care law;
- under "Audits", that on-site audits can be carried out if necessary to ensure that the service provider complies with their obligations;
- that the business relationship may be terminated if the service provider does not comply with La Poste's requirements.

To ensure that these contractual conditions are met, La Poste has introduced documentary checks. Each service provider is required to submit a certain number of documents to ensure that they are compliant, including:

- a document certifying the identity of the manager and the company's registration;
- the Urssaf certificate, a key document in combating undeclared work, used to check:
 - that the service provider is up to date with payment of social security contributions, and
 - if the number of employees declared is the same as that shown on the Urssaf website. Justifications are requested in the case of discrepancies to ensure that no undeclared work is taking place;
- a list of the names of all foreign employees subject to a work permit, in order to prevent the risk of undocumented workers. An additional declaration is required if seconded workers are used;
- certificate of tax registration;
- documents relating to transport activities:
 - the transport licence proves that the company is authorised to operate a regulated transport activity and guarantees that it meets all the criteria (professional standing, financial and professional capacity, etc.),
 - the certificate of possession of certified copies of licences, to ensure that the service provider has as many copies of the transport licence as there are vehicles assigned to the services performed on behalf of La Poste and that a numbered licence is present in each vehicle.

For delivery, these documentary checks are carried out via the dedicated system (Approcheck), allowing establishments making the request to verify the overall consistency of the information in relation to the service requested (e.g. the number of people assigned to perform the services for La Poste vs the payroll reported for the given reporting period). Service providers also have access in order to make it easier to provide the required documentation. This reduces the risk that the service provider declares fewer personnel than those actually involved in providing the service. To ensure that these documentation checks are carried out properly, second-level checks are carried out each month by the Services-Mail-Parcels business line.

Moreover, La Poste is committed to continuous improvement in the detection of document fraud. Enhanced checks are implemented before employees are able to access sites, such as:

- delivery companies and logistics service providers are required to send their pre-employment declaration to the facility

48 hours before their employees arrive on site. In addition, for establishments located in the Paris region, which is considered to be the area most at risk, La Poste uses a tool to verify the authenticity of identity documents, driving licences, residence permits (or receipts where applicable), through unique encrypted links generated within the application. After their documents (and their authenticity) have been verified, the service providers' employees are authorised to access the sites. In the event of non-compliance, a warning letter is sent to the service provider, refusing access. La Poste also reserves the right to terminate the contract;

- on site, a second visual check of documents is carried out to ensure that the person performing the service is the person declared by their employer. This system has to be implemented across all high-risk sites;
- random spot checks of documents may also be carried out.

Geopost confirms that a range of measures have been rolled out in France and internationally to prevent undeclared work, particularly among service providers. Each subsidiary continually adapts and enhances its control systems to deal with new forms of document fraud. For example, in France, Chronopost and DPD France apply an in-depth procedure for checking service providers and the risks associated with undeclared work, in particular using the AndCo operational management and document compliance platform. On a local level, specific documentation checking procedures have also been put in place with the support of the safety and security teams. Specialised training is provided for all employees concerned.

Internationally, similar controls are implemented in several countries through contract clauses and digital verification solutions. By way of illustration, some subsidiaries make providing a delivery scanner conditional on the delivery driver showing proof of identity, driving licence and national insurance number, and have stepped up prevention measures with their subcontractors by contractually obliging them to prevent illegal employment of any form. In some cases, access to the IT system may also be subject to verification of an individual's digital identity in accordance with local law.

Specific actions to address the risk of discrimination

M8, L9 and I4 risk identified on the risk map

For delivery service providers, the framework agreement and specifications require compliance with the principles of equality, secularism and neutrality, as well as the promotion of fundamental rights throughout the supply chain. The Responsible and Ethical Purchasing Charter, signed by each new subcontractor, prohibits discrimination of any form and a contract clause allows for the contract to be terminated in the event of non-compliance. These requirements, supplemented by the general purchasing conditions and the internal rules of procedure, are also supported by the whistleblowing system, which is displayed with an integrated QR code at all parcel delivery sites.

For temporary workers, in addition to generic contract requirements, temporary employment agencies must also demonstrate during consultations their actions to mitigate and prevent the risk of discrimination (for example: non-discriminatory advertisements, tests, training, raising awareness about people with disabilities and/or integration, etc.) and take part in half-yearly reviews. They also have their own whistleblowing system, alongside the one set up by La Poste.

Geopost and its subsidiaries have also implemented formal anti-discrimination policies applicable to all employees and subcontractors.

Environment

Specific actions to address GHG emissions and local air pollutants

T7, L10, T8 and L11 risks identified on the risk map

The group measures GHG emissions and local air pollutants linked to subcontracting activities as part of its reduction targets⁽¹⁾. The following actions are fundamental to reducing GHG emissions and emissions of local air pollutants:

- stringent selection criteria: incorporating environmental requirements into specifications (type of engine, energy efficiency, compliance with Euro standards and low-emission zones). These criteria account for up to 30% of the overall score and determine the selection of service providers;
- optimising flows: improving vehicle load factors (stowed bulk, which doubles vehicle carrying capacity), reducing empty journeys and introducing hubs at parcel platforms to limit the number of kilometres travelled by optimising the number of connections;
- forming partnerships: for example, with Iveco to enable subcontractors to benefit from negotiated biogas prices, and with ENGIE for biogas supply contracts with volume commitments for three newly installed plants close to postal sites;
- awareness-raising and training: initiatives aimed at purchasers and service providers on the energy transition, alternative fuels, Euro standards and environmentally friendly driving.

La Poste uses a number of ways of reducing emissions of greenhouse gases and local air pollutants associated with long-distance transport:

- energy transition: gradual shift to vehicles running on biogas, biofuel, electricity and, eventually, hydrogen, with a target of 50% low-carbon solutions by 2030 and 100% by 2040;
- fleet renewal: compliance with the latest Euro standards;
- optimising flows: improving truck loading and printing e-Lettres Rouges as close as possible to the addressee to limit journeys.

In 2025, 19.2% of Services-Mail-Parcels long-distance journeys (compared with 10.9% in 2024) and 18.4% of Geopost's long-distance journeys (compared with 16.3% in 2024) were made using low-carbon forms of transport.

For delivery activities, La Poste implements:

- selection criteria: giving priority to service providers using electric vehicles, electric bicycles or cargo bikes, so that at the end of 2025, 80% of deliveries in France's 22 major metropolitan areas were carbon-free. contracts are not renewed if these requirements are not met;
- decarbonisation plans: multi-year contracts to encourage more environmentally sustainable fleets and alternative solutions;
- raising awareness among delivery companies about the decarbonisation incentives offered by the French government and the possibilities of hiring vehicles with lower emissions and about eco-driving and cycle-logistics to support them in adopting more sustainable mobility solutions.

Geopost uses the following main methods:

- fleet electrification: gradual deployment of electric vehicles for urban delivery and long-distance transport, accompanied by investment in charging infrastructure at European sites;
- promoting alternative energies: adopting low-carbon solutions (biogas, biofuels) and forming partnerships to facilitate access to these technologies;
- eco-driving training: recommended programmes for subcontractors' drivers to reduce fuel consumption, emissions and risky behaviour;
- environmental clauses in contracts: obligation for service providers to use vehicles that meet recent standards (e.g. ban on Euro 5 vehicles in Hungary), signing of the Responsible Purchasing Charter and commitment to low-carbon fleets;
- monitoring tools (Respire dashboard), which consolidates over 200 environmental metrics, gradually including data from subcontractors;
- financial and technical support: incentive systems to support service providers in their energy transition.

4.3 Specific mitigation and prevention actions for outsourced support activities

As a reminder, six support purchasing categories assessed as a priority have been subject to a specific mapping process with the group's buyers, specifiers and duty of care experts. Apart from the catering purchasing category, priority gross risks have been identified for each of the purchasing categories assessed. All the risks analysed are subject to mitigation and prevention measures implemented by the group. Only specific measures associated with priority risks are described below.

Construction and renovation

The construction/renovation purchasing category covers all activities relating to the construction and renovation of buildings in the group's property portfolio. Mainly managed by subsidiary La Poste Immobilier, this category uses close to 2,000 suppliers who receive orders and represented a purchasing volume of €130 million in 2025. This purchasing category is associated with several priority gross risks⁽²⁾ identified during the risk mapping carried out in 2025.

Mitigation and prevention measures for these priority gross risks are based on a demanding contractual framework, including general purchasing conditions and contractual clauses. These aim to protect human rights and fundamental freedoms and combat illegal work. These obligations are accompanied by strict health and safety requirements: specific health and safety protection plans, general coordination plans and prevention plans adapted to the specific risks of construction sites are implemented. From an environmental point of view, these documents include strict requirements to combat pollution linked to paint, bituminous adhesives, silica or hazardous waste such as asbestos or lead, and to reduce greenhouse gas emissions by reusing materials. For example, selection criteria in tenders relate specifically to measures adopted by suppliers to reduce the number of accidents (monitoring, dashboards, 15-minute safety briefings, etc.) or encourage reuse of materials, in particular as part of the "all trades" system set up by La Poste Immobilier.

(1) See URD, Sections 3.1.2.1 "Climate change – E1" and 3.1.2.2 "Pollution – E2".

(2) See Section 2.4 "Consolidated results of risk mapping for outsourced support activities".

A dedicated unit oversees implementation of the scheme. Representatives monitor priority risks in the areas of illegal work, safety and environmental impact. Real estate project managers input data into an information system centralising the checks performed at sites, while safety coordinators intervene in operations to check that facilities and working conditions meet the required standards. This system is backed up by internal audits: every year, 80 operations are checked, including around ten specifically concerning construction sites. In the event of a serious safety breach or the discovery of asbestos not identified during preliminary technical diagnostics, work is stopped immediately and only resumed once the issue has been resolved.

The culture of diligence is consolidated through training and awareness-raising initiatives. Specific risks, such as asbestos or lead, are the subject of training aimed at real estate project managers and managers, and are included in the induction programme for new joiners. Operational managers and project owners are also trained in the risks of criminal action associated with construction sites and accident prevention.

In the field, prevention takes the form of concrete measures: before works begin, subcontractors' documents are systematically checked, in particular accreditations, duty of care undertakings and the Urssaf statement within the framework of combating illegal work. In practice, this means that employees are obliged to display their company identity and their construction professional identification card visibly on construction sites. Site installation plans and specific health and safety protection plans are put in place to reduce the risk of personal accidents caused by machinery moving around on site or storage of chemicals. PPE must be worn and waste sorting is organised by stream, with recycling certificates tracked.

In order to reduce the carbon footprint associated with renovation works, La Poste Immobilier is also involved in pioneering initiatives such as the Sequndo network, which promotes reuse of materials and labour via work inclusion schemes. At post offices, it favours the use of a small number of light fittings that can be easily repaired and reused, or the use of standard-sized glass partitions to encourage their reuse. To reduce GHG emissions associated with buildings, a €400 million investment plan has been adopted for the period 2024-2032 to improve buildings' energy efficiency, and the installation of 400 solar power generation facilities is also planned between now and 2030. Pilot projects have been launched to de-waterproof Services-Mail-Parcels facility car parks and limit land artificialisation.

Finally, these procedures are underpinned by multi-level controls and precise metrics. Around 300 of La Poste Immobilier's suppliers were assessed via the e-Compliance Hub in 2025, and this monitoring is supplemented by documentation audits and unannounced site visits. The metrics used by La Poste Immobilier monitor the rate of completion of Gesprojet⁽¹⁾ checklists, the presence of specific health and safety protection plans, carrying out of joint inspection visits, compliance of fire permits, frequency of visits by safety coordinators, reduction in GHG emissions and the rate of reuse of materials.

Cleaning

The cleaning category covers services essential to the cleanliness and hygiene of the group's sites, contributing directly to quality of life at work and the security of spaces. This category requires

particular attention to be paid to the working conditions of cleaning staff, given the nature of the work and the wide range of sites involved. The risk mapping exercise identified a priority gross risk: the risk of split shifts and changes to working hours without prior notice or the employee's agreement. As this can have consequences for the health and quality of life of service providers' employees, it is dealt with in a preventive manner by means of a number of measures incorporated from the contractual phase and throughout the relationship with service providers.

Cleaning specifications stipulate that working hours must be proposed by the service provider, taking into account the operating constraints communicated by the group during the competitive bidding process for the allocation of sites. A model document attached to the specifications, entitled "model description of operating constraints", specifies that practices "will favour continuous daytime working wherever possible". This requirement is designed to avoid split shifts between different client sites, allowing cleaning staff to work on the same site for several consecutive hours.

The framework agreement signed with the service provider reinforces this logic by setting a minimum period of two months for any change in cleaning hours. This notice period applies in the event of a site closure or reorganisation, giving service providers the time they need to reassign staff without adversely affecting their working conditions. In addition, the contractual signing process automatically includes the signing of the group's Responsible and Ethical Purchasing Charter. This Charter commits service providers to develop working conditions that respect human rights, the prohibition of any form of work that could endanger health or safety, and compliance with legislation on working hours management and forced labour, with reference to the ILO's fundamental conventions. A contractual clause allows for the termination of the contract in the event of non-compliance with these commitments.

From an operational point of view, the work schedule is one of the compulsory documents to be submitted for each site via the logbook, to ensure that all parties have the same level of information.

IT services

The IT services category covers activities related to the operation of IT systems, including project management support, research and development, by means of service centres. The priority gross risk identified for this category is the risk of a sensitive personal data breach, in view of access to sensitive data and strategic technical environments. Aware of the potential impact on customers and employees, the group has included comprehensive data security procedures in its contracts with IT service providers.

The clauses, defined during the contractual phase, require that personal data is only used in accordance with the group's written instructions, without any commercial use or unauthorised transfer. Data may only be retained for as long as is strictly necessary to provide services, and processing must be limited to the scope of the contract.

On a technical and organisational level, service providers must implement robust measures to ensure the confidentiality, integrity and availability of data. This includes strict separation of group data from other data processed by the service provider, protection against unauthorised destruction, loss or disclosure and the resilience of processing systems.

(1) Project management tool for construction works within La Poste Immobilier's Project management division.

The system includes measures for reversibility and secure destruction. At the end of the contract or at the request of the group, the service provider must return or destroy all personal data processed, providing proof of destruction. This obligation extends to all environments (development, pre-production, production, back-up, archiving) and aims to ensure that no data remains after contractual relations with service providers have ended.

The contract also includes obligations in terms of incident reporting. Any breach of personal data must be immediately reported to the group. The notification must include a description of the breach, its likely consequences and the corrective measures taken. The service provider agrees to cooperate actively with the group in responding to supervisory authorities and data subjects.

These contractual commitments are supplemented by audits, conducted by the group or by appointed third parties, to verify the compliance of the service provider's practices. In the event of serious or persistent breaches by service providers, contractual clauses allow for contracts to be terminated.

Maintenance of industrial rolling stock

The maintenance of industrial rolling stock purchasing category covers all activities relating to the maintenance and servicing of two-axle heavy goods vehicles, trailers, swap body containers, rigid trucks and yard trucks, whether leased or owned by the group. Partly managed by Véhiposte, this category is critical to the continuity of operations in the Mail and Parcels business line. It essentially involves three specialist service providers, working mainly at garages or postal sites. The mapping exercise identified three priority gross risks to employee health and safety: the risk of a serious accident at work, the risk of exposure to hazardous or toxic products, and the risk of musculoskeletal disorders (MSDs) associated with repetitive postures and movements. Although covered by regulatory provisions, these three risks to the health and safety of service providers' employees require additional mitigation and prevention measures.

The group has put in place a stringent contractual framework based on the general purchasing conditions, the Supplier Responsible Purchasing Charter and specifications requiring strict compliance with safety rules, the application of prevention plans and protocols specific to each postal site. In their tenders, service providers must present the training given to their staff on the risks associated with their workstations and the preventive measures put in place. In the field, in order to prevent the risk of serious accidents and before any work is carried out, service providers familiarise themselves with the prevention plans, internal regulations and safety protocols of the sites where they are working, and sign statements that these documents have been taken into account and distribute this information to their teams.

The risk of exposure to hazardous or toxic products relates to maintenance operations that may involve handling of chemicals (oils, solvents, paints or fuels) as well as exposure to exhaust gases. Heavy maintenance operations generally take place at the workshops of service providers or partner HGV garages, which are subject to

regulations governing facilities classified for environmental protection (ICPE). ICPE requirements set out strict standards in terms of ventilation of premises, secure storage of chemicals and careful management of hazardous waste. ISO 14001 certification for national parcel delivery platforms requires formal waste management procedures and the existence of waste prevention plans incorporating reduction and recycling targets.

MSDs are a risk for maintenance workers, due to awkward postures, repetitive movements and the handling of heavy loads. Most sites where heavy maintenance operations take place are equipped with handling equipment, such as lifting tables for engines, wheel lifts, tool storage stools, post lifts and movable jacks to make it easier to work at the right height.

The correct implementation of these measures is firstly verified by postal site managers and by means of audits conducted by the group or third parties, in order to assess the compliance of the service provider's practices, particularly in terms of personal health and safety.

Company uniforms

The company uniforms purchasing category covers all clothing provided by the group for its employees (postal carriers, handlers, post office staff, bank advisers, etc.), as well as specific clothing for service providers working on behalf of the group. The group relies mainly on a long-standing supplier that produces most of its clothing in Asia, which explains the large number of priority gross risks identified during the risk mapping exercise for this purchasing category. Given the risks inherent in the textiles supply chain (production conditions for raw materials, garment factories, industrial processes used, etc.), this purchasing category is high risk in terms of human rights, health and safety and the environment.

To mitigate and prevent these risks, the supplier has implemented, in conjunction with the group, a duty of care and risk management strategy based on three pillars:

- drawing up its own risk map: in order to identify areas of vulnerability, the supplier commissioned a specialist independent consultancy firm. This work led to a criticality level being awarded for each sourcing country, providing each with an information sheet setting out the main associated ESG risks. The results were shared with the group;
- labour audits of production sites by a third party to assess factories' compliance with points deemed to be critical: compliance with local laws, health and safety, working hours, pay and benefits, as well as transparency about subcontracting;
- implementation of targeted action plans, monitored by the supplier, for the points of non-compliance identified by labour audits.

This approach is supplemented by the mandatory communication and signing of La Poste Groupe's Responsible and Ethical Purchasing Charter by the supplier and its own suppliers. Subcontracting is strictly regulated and prohibited without the explicit agreement of the supplier and the group. This requirement was formalised by the supplier when its general conditions were updated in 2025.

5 Whistleblowing system

La Poste Groupe's whistleblowing systems comply fully with the requirements of France's three key laws governing whistleblowing at companies: Sapin II, Potier and Wasserman. On the basis of a comparative analysis carried out in 2023 with major French companies, the group made the strategic decision to group together its systems into individual channels that can be accessed by both employees and third parties, in accordance with French and EU law. This is done using the mechanism introduced by the Sapin II law, which has been adapted to deal effectively with reports specific to risks of serious harm relating to human rights, health, safety and the environment. The aim of this approach is to make it easier to access to the whistleblowing system, raise awareness of the system and encourage reporting within a clear and secure framework⁽¹⁾.

Since 2017, social dialogue in relation to the whistleblowing system within La Poste Groupe has been structured through annual meetings of La Poste's Employee Dialogue Committee, allowing for regular monitoring and ongoing adaptation of the system. The updating of the whistleblowing procedure in 2023 was the subject of extensive consultation, involving the National Health and Safety Committee, 525 health committees and the National Technical Committee. This collective approach was reinforced in September 2025 by a plenary consultation to present all the measures and the consolidated results.

5.1 Accessibility of the whistleblowing system

The rollout of secure whistleblowing platforms within the group gives 99% of employees and external stakeholders access to a whistleblowing system. Available in several languages to take account of the group's local operations, these systems are open 24 hours a day, seven days a week.

The whistleblowing system allows for the confidential reporting of incidents in a number of areas in relation to duty of care, such as

harassment, workplace health and safety, discrimination, breaches of equal treatment, human rights and fundamental freedoms and environmental law.

The system is open to all employees and anyone outside the group (employees of suppliers, subcontractors, customers, local residents).

5.2 Communication

Since 2019, the Ethics and Professional Conduct Department and then the Compliance Department have launched specific communication mechanisms to raise awareness among all La Poste Groupe employees. All communications on ethics, anti-corruption and duty of care highlight the whistleblowing system so that everyone learns to report breaches of the law or the code of conduct.

Awareness-raising campaigns are conducted among group employees and third parties to remind them of the importance of the whistleblowing system, reassure them about confidentiality guarantees, and emphasise the absence of retaliation.

Measures reinforced in 2025 include:

- showing a video to raise awareness entitled "Two minutes to understand the whistleblowing system" on the Compliance Department's .com1 internal website, on the M@Conformité app and on company smartphones;
- regular talks from ethics and anti-corruption officers from the various business lines and subsidiaries at swearing-in ceremonies or special events to raise awareness about the whistleblowing system;
- communications and raising awareness about the whistleblowing system via internal social media and posts on the "Viva Engage All Company" internal communication channel.

Employees	• Mention of the whistleblowing system in all mandatory regulatory training, the code of conduct and the internal rules of procedure. • Accessibility of the whistleblowing system: • the address https://www.alerte-ethique.laposte.fr is mentioned in the code of conduct; • on the Compliance Department's ".com1" intranet site; • on the M@Conformité app on company smartphones; • in the ethics section of the Forum intranet site.
Suppliers	• Mention in the general purchasing conditions and the Responsible and Ethical Purchasing Charter, annexed to the service providers' contract since 2020. • Email signature for buyers, including the link to the whistleblowing system. • Link to the whistleblowing system incorporated into the supplier listing website. • Internationally, an annual survey to measure awareness of the whistleblowing system among service providers.
Everyone^(a)	• Accessibility of the whistleblowing system on the corporate website: https://www.lapostegroupe.com/.

(a) Including people from outside the group.

(1) See URD, Section 3.1.4.1 "Corporate culture and business conduct policies [G1-1; G1-3; G1-4]", paragraph "Whistleblowing system".

La Poste SA and subsidiaries of the Services-Mail-Parcels and Retail Customers & Digital Services business lines, La Banque Postale and its subsidiaries (with the exception of CNP Assurances), La Poste Immobilier and Véhiposte have selected the Be Signal whistleblowing platform, which covers a total of 69.5% of all group employees.

Geopost's Safecall platform (<https://www.safecall.co.uk/clients/geopost/> or 00 800 7233 2255) covers 26.2% of the group's employees, CNP Assurances' Integrity Line platform (<https://groupecnp.integrityline.app>) covers 3.4% of the group's employees, and Asendia Logistics' and Asendia Digital's Safecall Portal (<https://www.safecall.co.uk/file-a-report/>) and EthicsPoint (<https://eshopworld.navexone.eu/intake/>) platforms cover 1% of the group's employees.

5.3 Training and commitments of ethics officers

Based on the entity the person making the report is affiliated with, reports are handled within La Poste Groupe by:

- the group ethics officer, in the case of complaints from head office employees;
- business line ethics officers, for complaints from business line employees;
- staff responsible for handling alerts from subsidiaries when they are made by employees of these subsidiaries.

This organisation enables La Poste Groupe to ensure that the handling of reports is adapted to the size of the group and its entities in accordance with the procedure in place, which specifies the four stages of handling alerts: receipt and acknowledgement of the report, categorisation, dealing with the report and closure of the report⁽¹⁾.

The ethics officers and the alert handling officers in subsidiaries receive mandatory training provided by the group's ethics officer

These systems have been chosen because they are available in all the languages spoken in the countries where the group operates.

These four platforms enable the collection and processing of reports from all group stakeholders (reports from employees and individuals external to the group). The number of covered entities and the number of reports have been increasing since they were put in place, demonstrating awareness of and confidence in the system.

The ethics officers and the alert handling officers are made aware of the issues related to handling whistleblowers' reports, compliance with confidentiality rules and the protection of whistleblowers. They sign a commitment letter in which they undertake to comply with these rules.

They must remain neutral and impartial. To support them in handling reports, they may consult internal experts who, like them, must sign a commitment letter to comply with the rules governing the handling and confidentiality of alerts.

Geopost has defined minimum requirements for its subsidiaries' whistleblowing systems. These requirements are set out in the procedure that each subsidiary must develop. The process of handling alerts, from their receipt to their closure, is managed by the subsidiaries within their respective scope. In more sensitive situations, such as cases of harassment, subsidiaries escalate the reports to Geopost for monitoring and oversight.

5.4 Confidentiality guarantee

The group's four platforms ensure the confidentiality of exchanges between the reporter and the person responsible for handling the report. The confidentiality of the personal data of all actors involved in the report is ensured. These platforms ensure data security and

the ethics officer in charge of the report ensures compliance with confidential rules.

Pursuant to the GDPR, the individuals involved are systematically informed of their rights regarding data protection and access to data.

6 System for monitoring the measures implemented and assessing their effectiveness

La Poste SA has set up a duty of care governance structure to ensure that the duty of care plan is implemented throughout the group. It has set out its expectations formally in the form of a dedicated duty of care policy, the implementation of which is monitored by a specific control plan.

6.1 Governance related to the group's duty of care

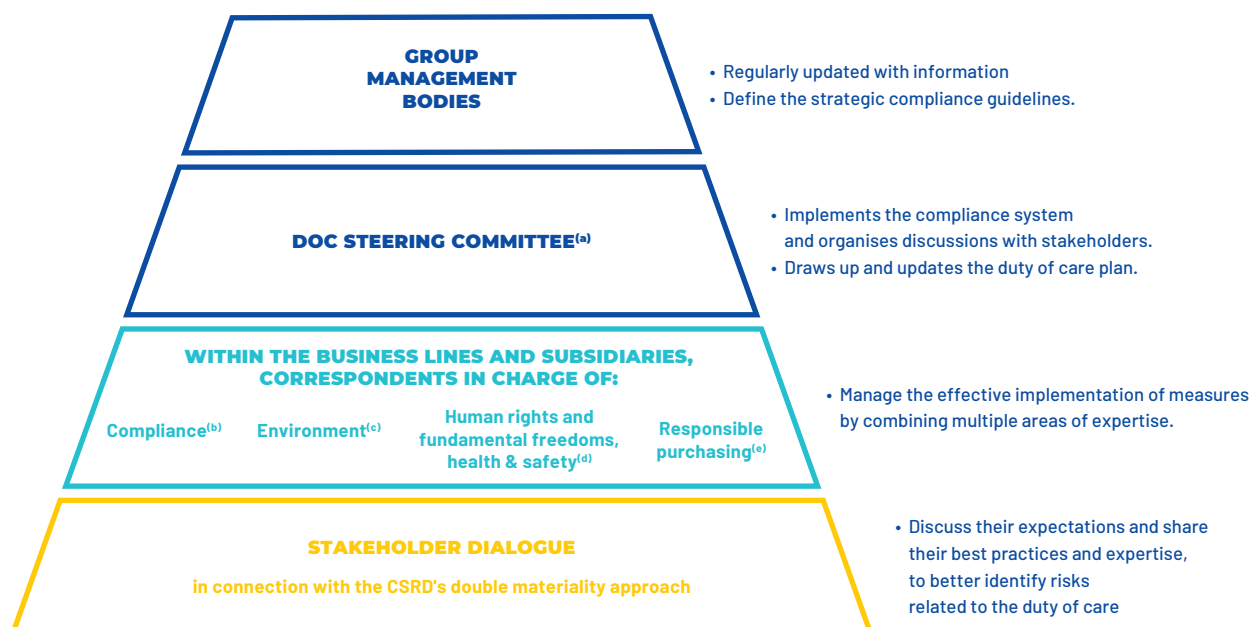
The duty of care plan is established and updated under the responsibility of the group's Compliance Department, which reports directly to the Executive Vice President, General Secretary of La Poste Groupe. The duty of care plan is approved by:

- the Audit Committee and the Executive Committee, which are regularly informed about the compliance measures implemented, including those relating to the duty of care, as well as major alerts;
- the group Compliance Coordination Committee, which defines the group's strategic compliance priorities.

The subject of duty of care is included in letters of commitment signed by subsidiaries' senior executives. In so doing, the senior executives endorse La Poste Groupe's duty of care plan aimed at preventing and mitigating these risks, which they undertake to apply within their entities. The measures are being rolled out in a manner adapted and proportionate to the specific nature of their activities and their exposure to risks.

(1) See URD, Section 3.1.4.1 "Corporate culture and business conduct policies [G1-1; G1-3; G1-4]", paragraph "Whistleblowing system".

Governance to support implementation of duty of care procedures



(a) Comprising representatives of the various business lines, subsidiaries and functional departments (Human Resources, Legal, Purchasing, Sustainability, Group Risk Management and Global Security).

(b) Duty of care compliance officers in charge of implementing the duty of care risk management system in conjunction with the risk division.

(c) Representatives of the Sustainability Department in charge of implementing policies and coordinating the team handling environmental issues.

(d) HR representatives in charge of implementing policies and coordinating the HR division handling human rights and health and safety.

(e) Purchasing officers in charge of policies, procedures and coordinating the responsible purchasing division.

6.2 Control plan

A group-wide internal duty of care policy, adopted in 2023, sets out La Poste SA's expectations regarding the operational implementation of the duty of care plan by audited entities, including a definition of the expected measures and guidelines for their implementation. Since 2024, application of this policy has been subject to a specific control plan, led by the Risk Department and implemented by the business lines.

Eleven control points have been defined, relating to:

- disseminating the policy;
- appointing a duty of care officer;
- raising awareness among the employees concerned;
- the existence of duty of care measures such as a risk map validated by the management body, a procedure for assessing suppliers and subcontractors, the inclusion of duty of care clauses and the formal establishment and communication of a whistleblowing system;
- drawing up an annual duty of care roadmap, including metrics.

A guide for the auditors, detailing the findings to be made and the supporting documents to be collected to assess these various points, was provided to the risk and control manager of each of the relevant entities. This control plan is fully incorporated into the group's Operational Risk Information System, managed by the group's Risk Department, which ensures high standards and checks of the reliability of assessments made by entities. The results for 2025 show high and improving compliance rates for the various control points requested.

7 Report on the implementation of the duty of care plan

7.1 Significant events

Further improvement was seen in 2025, with the following key elements:

Risk mapping	- Improvements to the risk mapping process: - more in-depth analysis of international operations - taking account of the results of the stakeholder dialogue in 2025
Assessment of subsidiaries and suppliers	2nd edition of the duty of care control plan - Continuing rollout of the supplier e-compliance hub - Documentation checks and audits: 20 duty of care audits in 2025
Risk management system	- Implementation of the human rights policy within Geopost, La Banque Postale and their subsidiaries - Launch of the Présence + programme on employee health and safety, and signing of the Quality of life at work and working conditions agreement - Formalisation of the first climate adaptation plan for 2026-2030
Whistleblowing system	- Plenary meeting with trade unions representing staff in September 2025 - La Poste Groupe's 11th climate ethics survey, measuring awareness of and trust in the whistleblowing system in particular - Setting up a specific record of alerts from external third parties
Rollout of the duty of care and governance plan	- Adaptation of the training provision with: - Monitoring of a metric relating to duty of care training, included in Caisse des Dépôts' annual guidance letter - Creation of two new training modules
Stakeholder dialogue	- Presentation of the duty of care plan to social dialogue bodies and bilateral discussions with representative trade unions - Exchanges organised by Geopost as part of the framework agreement on duty of care - Discussion about duty of care matters with external stakeholders

Update on the Court of Appeal decision of 17 June 2025

French postal trade union SUD-PTT brought proceedings against La Poste before the Paris Judicial Court concerning La Poste's 2019 and 2020 duty of care plans. In a ruling of 5 December 2023, the court ordered La Poste to supplement its risk mapping, adapt the resulting procedures for assessing subcontractors, add a whistleblowing mechanism to its duty of care plan after consultation with the representative trade unions, and publish proper procedures for monitoring duty of care measures. The court dismissed SUD-PTT's other claims. The court also ruled that there were no grounds for the order to supplement the duty of care plan to include a daily penalty clause.

La Poste appealed against the ruling in order to clarify certain points of interpretation and application of the law on duty of care. As SUD-PTT did not file a cross-appeal against the claims dismissed at first instance, these claims have been definitively rejected.

In a ruling of 17 June 2025, the specialised chamber of the Paris Court of Appeal (chamber 5-12) upheld the first instance court's decision, making a number of important clarifications and corrections on the merits of the case.

The Court of Appeal specified that the risk map published in the duty of care plan should focus on the most serious gross risks, assessed on the basis of their potential severity, and not cover all risks. The Court of Appeal redefined the notion of consultation with trade unions on the whistleblowing system. According to the Court of Appeal, this should involve "providing information and exchanging views and suggestions on determining the content and on implementing the mechanism to be established, with a view to – and therefore prior to – its development".

There are no financial consequences or penalties. As part of its process of continuous improvement, La Poste had already taken note of certain necessary changes to its methodology since the 2021 duty of care plan and, once the first instance court's decision was announced, it changed the methodology for implementing its duty of care.

7.2 Metrics related to the whistleblowing system

Whistleblower reporting feeds into the half-yearly and annual dashboards of the group Compliance Department, the Human Resources Department and Caisse des Dépôts, allowing for detailed analysis by business line and by subject. As part of its risk management policy, consistent with that of Caisse des Dépôts and its strategic

and operational objectives, the group has defined a specific metric for whistleblowing. This metric, which is indexed to the rate of report handling and monitoring of progress, is designed to ensure that ethics teams are of appropriate size and that alerts are correctly handled within the group.

Key figures for whistleblowing systems implemented within the group

	Scope	Unit	2025	2024	2023
Entities covered	La Poste Groupe	Number	271	240	187
Coverage rate	La Poste Groupe	% of employees	99.76	98.97	96.50
• La Poste – Be Signal	^(a)	% of employees	69.46	72.31	N/A
• Geopost – Safecall Portal	Geopost and its subsidiaries	% of employees	26.20	23.62	N/A
• Asendia – Ethics Point	Asendia Digital	% of employees	0.96	0.95	N/A
• CNP Assurances – Integrity Line	CNP Assurances and its subsidiaries	% of employees	3.38	2.95	N/A
Reports received	La Poste Groupe	Number	1,092	914	1,003
of which outside France	La Poste Groupe outside France	%	32.05	28.88	N/A
of which external	La Poste Groupe	%	13.10%	N/A	N/A
Number of duty of care reports received	La Poste Groupe	%	28.39	26.80	22.43

(a) La Poste head office, Retail Customers & Digital Services and its subsidiaries, Services-Mail-Parcels and its subsidiaries, La Banque Postale and its subsidiaries (except CNP Assurances), La Poste Immobilier, Véhiposte.

In 2025, 310 of the reports received through the whistleblowing system related to a duty of care topic, including:

- reports of harassment, handled with the support of HR experts, in accordance with the applicable HR procedure for La Poste SA. After analysis during a pre-qualification interview with the alleged victim, and when the situation warrants the initiation of a protocol, in-depth discussions with the alleged victim are conducted with the designated person and any potential witnesses. In cases of confirmed harassment, disciplinary sanctions are imposed on the perpetrators and measures are implemented to protect the victims;
- reports of discrimination are also handled with the support of HR experts and have led to sanctions against individuals responsible for sexist or racist remarks. In addition, in some entities, workshops have been organised to prevent all forms of discrimination and promote diversity;
- at Geopost, external whistleblowing accounted for 35.9% of reports processed.

Change in reports related to duty of care topics received through the whistleblowing system

Not all alerts received are substantiated and not all can be classified as serious violations.

Topics	2025		2024		2023
	Of which outside France		Of which outside France		
Harassment	14.74%	37%	14.9%	39%	8.97%
Occupational health and safety	5.68%	79%	3.8%	46%	6.18%
Discrimination	3.02%	67%	3.8%	6%	3.89%
Violation of equal treatment	1.58%	88%	2.2%	80%	2.99%
Human rights and fundamental freedoms	3.30%	94%	1.9%	88%	0.30%
Environmental law	0.09%	100%	0.2%	50%	0.10%

Assessment of awareness of the system internally and externally

Every year, La Poste Groupe conducts an ethical climate survey to measure employees' level of awareness of ethics and professional conduct issues (overall perception of corporate ethics, knowledge of key principles, behaviour, whistleblowing system, etc.).

In 2025, 20,179 employees were invited by Ipsos to participate in the survey (13,000 employees from a representative sample of the business lines and 7,179 employees from the subsidiaries⁽¹⁾). A total of 4,688 employees responded.

This survey allowed the group to observe a change in the awareness of the whistleblowing system. To the question "In your company, are you aware that there is a whistleblowing system that allows you to seek advice on ethical or compliance matters, or report an incident in case of breach of the company's Code of Conduct?" 61% of respondents answered in the affirmative (compared with 77% in 2024). In addition, 78% of employees responded positively to the new question "Would you be prepared to report an unethical situation of which you were aware? (failure to uphold the group's values, harassment, discrimination, corruption, conflict of interest, etc.)".

7.3 Metrics related to priority risks for the group's own activities

Health and safety

Indicators related to employee health and safety are shared with the group's governing bodies and business line management committees. This enables discussions on additional improvement

measures and engages management. The accident indicator is one of the non-financial criteria included in the variable remuneration of the group's managers and senior executives⁽²⁾.

Scope		Unit	2025	2024	2023
ACCIDENTS					
Work-related accidents with time off	La Poste Groupe ^(a)	Number	7,502	7,089	7,401
Frequency of work-related accidents with time off	La Poste SA	Frequency	20.32	19.32	18.33
Severity of work-related accidents with time off	La Poste SA	Severity	1.79	1.64	1.63
Road accidents	La Poste SA	Number	1,137	1,070	1,111
of which resulted in fatalities			3	3	2
Handling accidents ^(b)	La Poste SA	Number	2,255	2,091	1,930
MUSCULOSKELETAL DISORDERS					
Recognised occupational illnesses	La Poste SA	Number	526	423	441
HAZARDOUS GOODS					
Hazardous goods incidents reported in INDIS	La Poste SA	Number	140	106	139
AGGRESSION/VIOLENCE/RUDE BEHAVIOUR					
Physical aggression against employees ^(c)	La Poste SA	Number	815	767	752
Reporting rate of aggressions with at least one complaint filed ^(d)	La Poste SA	As a %	66.1	69.9	56.3
Convictions ^(e)	La Poste SA	Number	80	66	55

(a) 2023 figures relate to La Poste SA and the group's subsidiaries in Europe.

(b) Workplace accidents with time off (handling error, collision, impact).

(c) Prevention of aggressive and anti-social behaviour in the Services-Mail-Parcels business line, spearheaded by the Global Security Department, entails in particular better use of the INDIS information system, which provides this data.

(d) Complaints lodged in connection with "Zero Tolerance" reports, files containing at least one complaint.

(e) Convictions under the Zero Tolerance programme.

(1) Services-Mail-Parcels and its subsidiary Viaposte, Retail Customers & Digital Services and its subsidiary Docaposte, La Poste Immobilier, Véhiposte, La Banque Postale and four of its subsidiaries; LP11, Louvre Banque Privée, Louvre Banque Privée Immobilier Conseil, LBP Consumer Finance.

(2) See URD, Section 3.1.1 "General information - ESRS 2", paragraph "Integrating sustainability performance into incentive systems".

Human rights and fundamental freedoms

Metrics relating to risks associated with excessive working hours and discrimination/harassment are monitored at entity level, paying particular attention to the use of temporary workers and groups of people at risk, such as people with disabilities.

	Scope	Unit	2025	2024	2023
EXCESSIVE WORKING HOURS					
Headcount (full-time equivalent employees/year)	La Poste Groupe	Number	227,741	226,831	232,726
Temporary workers (full-time equivalent) ^(a)	La Poste Groupe	Number	24,792	23,824	20,891
DISCRIMINATION AND HARASSMENT					
Reported incidents, including harassment ^(b)	La Poste Groupe	Number	256	274	N/A
Employees with disabilities ^(b)	La Poste Groupe	As a %	5.6	5.4	N/A
Women managers	La Poste Groupe	As a %	40.0	39.6	38.2

(a) See URD, Section 3.1.3.1 "Own workforce | S1", paragraph "Characteristics of non-employee workers in the undertaking's own workforce [S1-7]".

(b) See URD, Section 3.1.3.1 "Own workforce | S1", paragraph [S1-11][S1-17].

Environment

The results of the measurement of GHG emissions and local atmospheric pollutants are published each year in the group's sustainability statement and audited by the statutory auditors. Change in GHG emissions is one of the non-financial criteria included in the variable remuneration of the group's managers and senior executives⁽¹⁾. Medium-term (2030) and long-term (2040) commitments, compatible with the Paris Agreement⁽²⁾, were defined and validated in March 2024 by SBTi.

La Poste Groupe aims to:

- reduce its GHG emissions by 43.6% in Scopes 1 and 2 and by 25% in Scope 3 by 2030 compared with 2021, the baseline year;
- achieve net zero emissions by 2040: reduce its GHG emissions by 90% all scopes combined compared with 2021 across its core

historical activities and Geopost's European subsidiaries. For its banking activities, the group's emissions reduction targets are subject to governments and companies taking the necessary action.

The group's new pathways for reducing its local air pollutant emissions, based on the Services-Mail-Parcels business line's and Geopost's decarbonisation pathways in Europe, were defined in 2024 and include the following targets (vs a 2020 baseline year):

- NOx: 83% reduction by 2030;
- CO: 37% reduction by 2030;
- a limit of 350 tonnes per year of PM10 emissions not to be exceeded.

Contribution to climate change related to GHG emissions					
	Scope	Unit	2025	2024	2023
Energy consumption	La Poste Groupe	MWh	2,718,556	2,650,543	2,437,707
Total GHG emissions ^(a)	La Poste Groupe	tCO ₂ eq.	4,951,914	5,480,257	5,708,785
GHG emissions intensity, based on location (total GHG emissions per net revenue)	La Poste Groupe	tCO ₂ eq./€m	189.2	206.1	215.5
Fleet of electric vehicles ^(b)	La Poste Groupe	Number	28,857	26,016	22,810
CDP rating – Climate Change	La Poste Groupe	-	A	A	A-

(a) See URD, Section 3.1.2 "Environmental information", paragraph "Transition plan for climate change mitigation [E1-1]" and Section 3.1.2.1 "Climate change – E1".

(b) Including light commercial vehicles, Stabys; excluding electric bicycles, trolleys and handling vehicles.

(1) See URD, Section 3.1.1.2 "Structured sustainability governance", paragraph "Integration of sustainability-related performance in incentive schemes [ESRS 2 GOV-3; E1 GOV-3]".

(2) See URD, Section 3.1.2.1 "Climate change – E1".

Emission of local air pollutants ^(a)	Scope	Unit	2025	2024 ^(b)	2023
Emissions of nitrogen oxides (NO)	La Poste Groupe	Tonnes	1,929	2,152	2,297
Carbon monoxide (CO) emissions	La Poste Groupe	Tonnes	339	382	425
Particulate emissions (PM10)	La Poste Groupe	Tonnes	227	233	230

(a) See URD, Section 3.1.2.2 "Pollution – E2".

(b) Estimated figures published in the 2024 sustainability statement have been replaced with actual figures calculated at the end of the period.

Financing and investment activities

	Scope	Unit	2025	2024	2023
ESG investment portfolio ^(a)	LBP	€bn	389	390	389
Share of total assets	LBP	As a %	80	79	88

(a) Scope: La Banque Postale, CNP Assurances, Louvre Banque Privée and LBP AM. ESG investments include green or social bonds, funds and assets with a sustainable finance label (e.g. equities, bonds) or applying other ESG criteria (not covered by SFDR rules and labels), including investments in projects promoting the ecological and energy transition.

7.4 Metrics related to priority risks for outsourced activities

To integrate social and environmental impacts into purchasing, the supplier and service provider management system is based on strengthening the contractual framework, training the purchasing team and evaluating suppliers, notably through the supplier e-conformity hub.

Indicators	Scope	Unit	2025	2024	2023
Coverage rate of duty of care clauses	La Poste SA	As a %	100	100	100
Rate of signature of the Responsible and Ethical Purchasing Charter by suppliers under contract	La Poste SA	As a %	100	100	100
Suppliers assessed using the supplier e-compliance hub	LP, LBP and LPI ^(b)	Number	3,261	3,203	-
Requests for in-depth assessment	LP, LBP and LPI	Number	1,599	1,202 ^(c)	652 ^(c)
Audited suppliers and service providers	LP, LBP and LPI	Number	20 ^(d)	209 ^(e)	195 ^(e)
of which road transport, handling, delivery/collection and temporary employment service providers			9 ^(d)	103 ^(e)	94 ^(e)

(a) Suppliers under contract and purchase orders.

(b) Throughout this table, the group Purchasing Department covers of La Poste SA, La Banque Postale and La Poste Immobilier.

(c) For 2023 and 2024, the figures shown correspond to the number of questionnaires completed.

(d) Audits carried out in 2025. The supplier audit framework changed in 2025, resulting in a new annual, non-cumulative monitoring approach.

(e) Cumulative data since 2021.

7.5 Overview of the training system

La Poste Groupe continues the implementation of the awareness-raising and training initiatives⁽¹⁾. These measures promote a corporate culture focused on risk reduction.

The specific training on the duty of care has been attended by more than 15,000 employees since 2022.

In 2025, the Compliance Department developed two new modules that were included in the catalogue at the end of the year. The first e-learning course on the fundamentals of the duty of care law, open to all employees, is aimed at departments such as compliance, HR, purchasing, sustainability, risk and control departments. Its aim is to consolidate knowledge of the five key measures of the law

and to understand what is covered by the three areas of risk. The second course, entitled "Human rights, fundamental freedoms, duty of care in purchasing practices", is aimed specifically at buyers and specifiers, to raise their awareness of how to prevent the risk of serious harm in the supply chain. In addition, specific sessions have been held at subsidiaries (training for compliance managers at Geopost subsidiaries).

The new courses will be included in the various training programmes run by the Sustainability Department, the Purchasing Department and the HR Department, in close collaboration with the Training Institute.

(1) The Company's Compliance, Human Resources, Sustainability and Purchasing intranets contain information on the duty of care and the actions carried out.

The training programme provided at La Poste, business lines and group entities⁽¹⁾ to mitigate priority risks identified in the risk map targets both management and operational staff, as shown by the 2025 report below.

Health and safety	Human rights and fundamental freedoms	Environment
Risk of road accident 13,071 postal workers trained in MSD risk prevention (Services-Mail-Parcels). Road safety training sessions for DPD drivers (DPD France, DPD Switzerland, DPD UK). Risk of aggression, violence and rude behaviour Nearly 5,000 employees have benefited from a programme combining training and awareness-raising for La Poste staff at risk. More than 17,000 logins to the two mobile modules launched in 2025 (anti-social behaviour externally and on the road). E-learning training course on legal and financial protection for victims of aggressive behaviour circulated to local HR managers. Risk associated with hazardous goods 21,433 employees who have taken the mandatory virtual classes and e-learning programmes for staff, prevention officers and managers concerned. Risk associated with job retention and discrimination Nine sessions led by a legal specialist, focusing on discussion between occupational health professionals and managers to help adapt workstations.	Risk of non-compliance with human rights and fundamental freedoms 764 human rights modules taken by La Banque Postale employees. Risk of discrimination 13,168 employees took the e-learning module "Commitment to professional equality and against sexism". 11,176 employees trained in diversity, 3,382 in disability (17,600 since the module was launched), 1,223 in recruiting without discrimination. MSD risk 22,321 postal workers trained in the prevention of risks related to handling and posture. Risks related to the management of outsourced activities 800 Services-Mail-Parcels managers and their teams trained^(a).	Risk of greenhouse gas emissions 5,533 Services-Mail-Parcels employees trained in eco-driving. Launch in September of an e-learning course on the climate policy and its three pillars (measure, reduce and adapt). Risk of local air pollutant emissions Air quality training for transport and delivery buyers.

(a) The training programmes cover managing relationships with external service providers, securing interventions by external companies, document management and the responsibilities of staff in contact with service providers. They include practical scenarios for the daily management of service providers, managing relationships with production service providers and legal training specific to subcontracting.

Raising employee awareness is also achieved by means of (non-exhaustive list):

- programmes like "Tous mobilisés!" (All committed!) and European-themed weeks (including one focused on the environment);
- the Climate Fresk workshop, with over 26,000 employees taking part since 2022;

- regular communication campaigns to highlight La Poste's commitment to inclusion and diversity in all its forms, with speeches in key events such as Women's Rights Day, the European Week for the Employment of People with Disabilities, Carers' Days, etc.;
- communication campaigns on combating discrimination.

(1) There are three internal training organisations, all Qualiopi certified, see Section 3.1.3.1 "Own workforce – S1", paragraph "Skills development".

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