

2024 SUSTAINABLE PERFORMANCE

INCLUDING SUSTAINABILITY STATEMENT



LA POSTE
GROUPE

1.1	SUSTAINABILITY STATEMENT	5
1.1.1	General disclosures ESRs 2	5
1.1.1.1	General basis for preparation of the sustainability statement	5
1.1.1.2	Structured sustainability governance	7
1.1.1.3	Strategy and business model	12
1.1.1.4	Impact, risk and opportunity management	17
1.1.1.5	Appendices	23
1.1.2	Environmental information	31
1.1.2.1	Climate change E1	31
1.1.2.2	Group communication on its climate actions	43
1.1.2.3	Pollution E2	43
1.1.2.4	Taxonomy	46
1.1.3	Social information	62
1.1.3.1	Own workforce S1	62
1.1.3.2	Workers in the value chain [S2]	81
1.1.3.3	Affected communities [S3]	87
1.1.3.4	Consumers and end-users [S4]	94
1.1.4	Business conduct G1	103
1.1.4.1	Corporate culture and business conduct policies [G1-1; G1-3; G1-4]	104
1.1.4.2	Management of relationships with suppliers [G1-2]	108
1.1.4.3	Political influence and lobbying activities [G1-5]	112
1.1.4.4	Cybersecurity, AI management and digital trust	113
1.2	STATUTORY AUDITORS' REPORT ON THE SUSTAINABILITY STATEMENT	114
1.3	ADDITIONAL INFORMATION ON SUSTAINABILITY COMMITMENTS	118
1.3.1	Biodiversity and ecosystems	118
1.3.2	Resource use and circular economy	120
1.3.3	Actions aimed at promoting strong ties between the nation and its armed forces and supporting enrolment in military reserve forces	125
1.3.4	Combating tax evasion	125
1.3.5	Bilateral credit facility and syndicated loan	126

“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”.

As a mission-led company, La Poste Groupe has made its purpose central to its strategy. It has embedded ESG matters deeply into its business model and strategic plan, “La Poste 2030, committed for you”, and continues its transformation into a responsible and sustainably profitable company.

La Poste Groupe’s actions for the planet, with and for its employees, and for society and the future of the regions go back many years. Its dedicated policies and action plans received recognition this year from Moody’s, which ranked the company first in its ESG classification across all sectors, and by CDP Climate, which placed it on its prestigious A-List. This stellar ESG performance, long an integral part of the group’s strategy, provides a solid foundation for meeting the new requirements arising from the Corporate Sustainability Reporting Directive (CSRD) in its first sustainability statement.

This year, with the implementation of the CSRD, the group updated its double materiality assessment, confirming its seven priority ESG matters and the relevance of the levers for action included in its strategic plan:

- accelerate the decarbonisation of our activities and support that of our customers;
- improve well-being at work and protect the health and safety of postal workers;
- anticipate skills needs and promote career paths;
- fulfil the public service mission and serve the general interest;
- support digital transformation and promote digital trust;
- improve quality and customer experience;
- maintain ethical business practices.

The sustainability statement (Section 1.1) addresses all these priority matters in accordance with the disclosure requirements of the European Sustainability Reporting Standards (ESRS) and in line with the three key pillars of the group’s commitment, summarised below.

Environmental performance: acting for the planet

For over 15 years, La Poste Groupe has placed the challenges of ecological and energy transition at the core of its business model. Recognising the scale and urgency of these challenges, the group committed to a 1.5°C trajectory even before the Paris Agreement in 2015. In March 2024, it became the only French company to have 2040 net-zero emission targets validated simultaneously by the SBTi in transport, logistics and banking.

To achieve this goal, the group is relying on its climate policy, which charts the path towards a new, more resilient, low-carbon business model, thereby contributing to the transition to a low-carbon economy in France and its regions. This policy has three key objectives.

- The first is to measure the group’s carbon footprint across all its activities and its entire value chain, setting standards for the businesses within its scope.
- The second is to reduce greenhouse gas (GHG) emissions in its value chains by following its transition plan and implementing decarbonisation levers identified across its activities (transport, banking, logistics, etc.), supported by a carbon budget. In 2024,

the group reduced its global GHG emissions across the SBTi scopes by 6.8%, equivalent to 306,768 tCO₂e. Additionally, 52% of the group’s eligible capital expenditure (CapEx) is aligned with the European Green Taxonomy⁽¹⁾.

- The third objective of the policy is to prepare for the consequences of climate change by developing a medium-term adaptation plan and a carbon sequestration strategy.

At the same time, La Poste Groupe has joined the European Commission’s Zero Pollution Action Plan for 2050 and has made a public commitment to improving air quality as part of its pollution policy. Each year, it measures the local emissions of air pollutants associated with its own and subcontracted transport, and mail and parcel distribution activities. Between 2020 and 2024, the group reduced its emissions of nitrogen oxide (NO_x) by 37% (estimate for 2024, data will be available in 2025).

The group is also continuing to electrify its vehicle fleets and implement alternative solutions to internal combustion vehicles in order to meet its 2030 targets for reducing GHG and air pollutant emissions.

Recognising the interdependence between climate change, resource management and the circular economy, the group’s approach is systemic, allowing it to take action today to make the changes needed for tomorrow and to develop new business models.

For La Poste Groupe, a systemic approach means disclosing additional information on biodiversity and ecosystems in order to enhance the coherence of its environmental strategy and meet the expectations of its main shareholder, Caisse des Dépôts.

Social performance: taking action with and for our employees

The group’s social ambition is to support its transformation and the evolution of its businesses, while placing social cohesion at the heart of its actions, aiming to be “a caring, skilled and committed company for all”. La Poste Groupe takes its responsibility as a major player in the job market seriously and strives to offer its employees a safe, inclusive working environment that fosters the development of their skills. To achieve this, the group is committed to supporting its employees through a number of major initiatives.

La Poste Groupe is committed to being a responsible employer that cares for the health, safety and well-being of its employees – key challenges that contribute directly to business performance. To this end, it ensures that fundamental rights are respected and works to maintain a safe and supportive working environment. In practical terms, this means implementing preventive measures to improve safety in the workplace and measures to address psychosocial risks.

La Poste Groupe also aims to be a committed employer, promoting inclusion, performance and social innovation as core values. It actively combats discrimination and promotes equal opportunities for all, particularly women, people with disabilities, young people and seniors. It promotes inclusive management and implements specific measures to prevent and address any incidents of harassment and violence in the workplace. The group is committed to gender equality at all levels of the company, including senior management, where women accounted for 39.6% of executives in 2024, with a gender equality index score of 94/100. It also pays special attention to the employment rate of people with disabilities, which was 9.76% for La Poste SA at the end of 2024.

(1) Ratio of Taxonomy-aligned CapEx/Taxonomy-eligible CapEx.

La Poste Groupe positions itself as a company that empowers employees to develop their skills to enhance their employability: 93.4% of employees received training in 2024, and 100,000 postal workers were trained in digital skills. It encourages internal mobility, provides tailored training opportunities and supports career development paths in line with changes in its businesses and its needs. 3,000 postal workers were supported through professional certification programmes.

Social dialogue and engagement with employees are fundamental to the group's strategy. It upholds the right to freedom of association and collective bargaining while fostering regular dialogue with employees to better understand their expectations and strengthen their engagement, thereby contributing to the success of the group and the achievement of its strategic objectives. In 2024, La Poste SA further transformed the structure of its social dialogue, signing ten majority collective agreements (approved by over 50%) in under two years to establish Social and Economic Committees (SECs) before the 31 October 2024 deadline.

These commitments are all embedded in the group's social policies, including its Human Rights Policy, its Health, Safety and Well-Being at Work Policy, its Diversity, Inclusion and Equal Opportunities Policy, and are reflected in practical initiatives designed to ensure fair and decent working conditions.

Each business line adapts these policies to meet the specific needs of its employees.

Societal performance: acting for society and the future of the regions

La Poste Groupe aspires to lead by example by integrating ethical and responsible practices throughout its operations. It ensures respect for the fundamental rights of its value chain workers and promotes responsible purchasing practices with suppliers and subcontractors. This commitment is reinforced by a zero-tolerance policy with regard to corruption, influence peddling and other breaches of ethical standards. It aims to develop relationships of integrity and trust with all its stakeholders.

More broadly, the group plays a key role in issues of local accessibility, social cohesion, just transition, and digital transition and digital trust. On top of their societal impact, these commitments contribute to the group's economic performance and long-term viability. The group fulfils four public service missions assigned by the French State: universal postal service, contribution to regional development and planning, accessible banking, and press transport and delivery. This allows the group to maintain a local presence and ensures equitable access to essential services for all. This accessibility is reflected both in the group's physical presence at the heart of local

communities and in the affordability of the services it provides. The group actively contributes to local economic development, social and regional cohesion, and democracy. This commitment is reflected especially in La Banque Postale's sustainability offering, which accounts for 32% of its production.

The group's activities support over 426,000 jobs (direct, indirect and induced), representing 1.5% of employment in France and €15.4 billion of GDP.

This unique model, specific to La Poste Groupe, is built on customer satisfaction, continuity and quality of service - placed at the heart of its priorities in order to best meet its customers' expectations. La Poste Groupe regularly surveys its customers to identify their needs and adjust its offers and services to ensure continuous improvement of the user experience.

The group has positioned itself as a trusted operator to support the digital transition. It develops solutions that guarantee secure and accessible digital services for all, with ethics, personal data protection and cybersecurity as key priorities. In 2024, the group assisted 788,252 people, who were identified, trained and equipped to use digital technology.

Drawing on its digital expertise and unique local presence, La Poste Groupe is developing innovative new local services to keep pace with changes in society and meet emerging needs. Among these innovations, the group offers home meal delivery (over 10 million meals delivered to homes in 2024), a service that, like the delivery of groceries or medication, helps to maintain the independence of elderly people, most of whom wish to remain at home. Within its Health & Autonomy activities, the group has developed services designed to facilitate access to healthcare, particularly for the most vulnerable groups. As such, 283,273 people benefited from support services for the elderly and vulnerable.

La Poste Groupe weaves sustainability matters and non-financial performance into its strategy in order to reconcile profitability and responsibility over the long term. It is continuing its transformation by developing commercial activities with a high social value, respectful of people and the environment. This first sustainability statement⁽¹⁾ supports this ambition and presents the group's actions and outcomes in detail, thereby ensuring the transparency of its commitments within the new regulatory framework of the CSRD.

In a complex and evolving regulatory environment, ESG remains central to La Poste Groupe's performance challenges. The group is therefore continuing its efforts to combine transparency, sustainability and profitability, while adapting to new market requirements and dynamics. This approach is an essential lever for resilience, adaptation, competitiveness and performance for all our businesses.

(1) See Section 1.1, "Sustainability statement".

1.1 SUSTAINABILITY STATEMENT

For the first year, La Poste Groupe is reporting its sustainability disclosures⁽¹⁾, in accordance with Article L. 233-28-4 of the French Commercial Code resulting from the transposition into French law of Directive (EU) 2022/2464, the Corporate Sustainability Reporting Directive (CSRD), and in accordance with the European Sustainability Reporting Standards (ESRS) issued by the European Financial Reporting Advisory Group (EFRAG)⁽²⁾.

La Poste Groupe has endeavoured to apply the normative requirements of the ESRS as of the date of this sustainability statement, based on the information available within the deadlines for its preparation. In accordance with the provisions of the French Commercial Code and the sustainability reporting standards adopted pursuant to Articles 29b and 29c of Directive 2013/34/EU and Article 8 of Regulation (EU) 2020/852, the following contextual information should be taken into account regarding the sustainability disclosures presented in this sustainability statement:

- 2024 was the first year of the group's sustainability reporting in accordance with the CSRD, as transposed into French law, and the ESRS;
- characterised by:
 - uncertainties regarding the interpretation of the provisions of the CSRD, which require the use of judgements to define and apply the criteria for obtaining relevant information for the preparation of the sustainability disclosures, as well as uncertainties about the applicability of certain data points and their relevance to the group's reporting on the management of its risks, impacts and opportunities;

- the use of estimates based on past experience as well as various other factors considered reasonable; as such, certain data for the year ended 31 December 2024, identified under the heading "Methodological details and estimations [ESRS 2 BP-2]", may be estimated. These methodological approaches are specified where the group has used them, as appropriate;
- the disclosure of information on a partial but real scope where data was not available and the use of estimates was not relevant. This includes payment practices [G1-6], compensation metrics [S1-16] and incidents, complaints and severe human rights impacts [S1-17]⁽³⁾;
- there were no established practices or frameworks to use for the preparation of the sustainability statement, particularly for carrying out the double materiality assessment, setting materiality thresholds, and for providing a more in-depth analysis of impacts, risks and opportunities in the value chain;
- the group's internal control framework is evolving, including its systems for reporting and gathering information.

The group may need to review certain sustainability reporting and communication practices over the coming years, taking into account market practices and recommendations, as well as a better understanding of these new regulatory and normative provisions. In view of all the above factors, La Poste Groupe has adopted an approach of continuous improvement in this first year of its sustainability reporting and disclosure.

1.1.1 General disclosures | ESRS 2

1.1.1.1 General basis for preparation of the sustainability statement

Scope [BP-1]

La Poste Groupe's sustainability reporting scope comprises the fully consolidated subsidiaries used to prepare the consolidated financial statements⁽⁴⁾. This consolidated scope includes two subsidiaries – La Banque Postale and CNP Assurances – that publish their own sustainability statements. La Poste Groupe is also consolidated in Caisse des Dépôts' sustainability statement.

Any exceptions to this scope are described in relation to each of the relevant items in this sustainability statement. For Geopost specifically, the reporting scope of qualitative disclosures includes the 20 European entities covered by the Science Based Targets initiative⁽⁵⁾ (SBTi), representing 90% of Geopost's revenue and 76% of its workforce. By contrast, Geopost's reporting scope for quantitative data is exhaustive.

Where appropriate and relevant, qualitative information at business line and/or subsidiary level is provided in addition to the group information. Some of the data produced also goes beyond

the consolidated scope to include value chain data in line with CSRD requirements. These are:

- with regard to environmental matters, greenhouse gas (GHG) emissions: the entire value chain is taken into account, in addition to the direct emissions of all subsidiaries included in the scope of financial consolidation, in particular through measurement of Scope 3 of the carbon footprint, which includes the footprints of the group's suppliers and subcontractors, and those of its customers, as well as those of its equity-accounted companies;
- with regard to social matters, information on non-employees (self-employed and temporary workers of the parent company and subsidiaries), the number of work-related fatalities and occupational health issues of other workers, such as those in the value chain working on the company's sites;
- with regard to governance, the number of convictions and the amount of fines for violations of anti-corruption laws (including incidents involving actors in the value chain where the company or employees are directly involved).

The reference period for non-financial reporting is the same as that of the group's financial statements, i.e., the calendar year, from 1 January to 31 December of the reporting year.

(1) The sustainability statement is the subject of a separate and specific section of the group's management report, in accordance with Article L. 233-28-4 of the French Commercial Code. It is subject to certification by the group's statutory auditors.

(2) Transposition by government order 2023-1142 of 6 December 2023 on the publication and certification of sustainability information and on environmental, social and governance obligations of commercial undertakings.

(3) See Section 1.1.4.2 "Management of relationships with suppliers [G1-2]".

(4) See 2024 URD Notes 3.1 "Significant accounting policies", 5 "Changes in the consolidation scope" and 45 "Scope of consolidation" to the consolidated financial statements.

(5) BRT, Chronopost France, DPD Benelux, DPD Croatia, DPD Czech Republic, DPD Estonia, DPD France, DPD Germany, DPD Hungary, DPD Ireland, DPD Latvia, DPD Lithuania, DPD Netherlands, DPD Poland, Chronopost Portugal, DPD Slovakia, DPD Slovenia, DPD Switzerland, DPDgroup UK, SEUR.

Value chain

This sustainability statement covers La Poste Groupe’s entire upstream and downstream value chain, namely its own operations, as well as the transport and logistics, bancassurance (i.e., La Banque Postale), digital services, and local services and distribution network businesses.

The group’s material impacts, risks and opportunities (IROs)⁽¹⁾ are broken down along the value chain and presented in a table. Note that while the list of IROs related to the group’s own operations is unlikely to need to be reassessed in 2025, that of the value chain, both upstream and downstream, will have to be reviewed once value chain companies have themselves published their own double materiality assessments and identified their own material IROs.

Changes compared to the previous reporting period [ESRS 2 BP-2]

This sustainability statement has been prepared in accordance with the requirements of the CSRD and ESRS. Its structure and content therefore differ from previous non-financial statements (NFS) prepared in application of the Non-Financial Reporting Directive (NFRD).

The risk analysis presented in La Poste Groupe’s most recent NFS has therefore been replaced by a double materiality assessment, the methodology and results of which are presented below.

Methodological details and estimations [ESRS 2 BP-2]

In preparing the sustainability statement, the group uses the best possible assumptions and makes the best possible estimations based on information available at the reporting date.

Metrics subject to a high level of uncertainty	Assumptions, approximations and judgements	Sources of measurement uncertainty
Category 1 and 2 Scope 3 GHG emissions	Use of monetary factors applied to amounts of purchases of goods and services and non-current assets.	Uncertainty related to emission factors
Category 5 Scope 3 GHG emissions	Estimation of part of the weight of the group’s waste.	Uncertainty related to the estimation of primary data
Category 7 Scope 3 GHG emissions	Application of the same emission factor to all group employees.	Uncertainty related to the emission factor
Category 9 Scope 3 GHG emissions	Estimation of distance travelled by customers.	Uncertainty related to customer travel arrangements
Category 14 Scope 3 GHG emissions	Use of monetary factors applied to franchisee network revenue.	Uncertainty related to the emission factor
Category 15 Scope 3 GHG emissions	Use of the GHG emissions ratio per million euros of revenue for the three largest equity-accounted entities.	Uncertainty related to the emission factor
Pollution measurements	La Poste Groupe wishes to report the most reliable and exhaustive measurements possible. Pollutant emission data for 2023 are now available. An initial estimate has been made based on 2024 data, using the main calculation parameters mentioned in section 1.1.2.3 “Pollution E2”. The 2024 measurement based on scientific methods will be available in 2025.	Actual data available for prior year Estimated data for reporting year

Risk management and internal controls over sustainability reporting [ESRS GOV-5]

The risk management and internal control process⁽²⁾ underlying the production of sustainability information is being gradually integrated into the group’s overall risk management system.

Initial controls have been implemented to manage the risk of poor quality data being reported and disclosed, based in particular on:

- formalisation of the roles and responsibilities of the various stakeholders in sustainability reporting;
- application of a strict principle of separation of tasks during collection, consolidation and drafting;
- accountability of information contributors/owners with regard to the quality and reliability of the information reported, and for the internal control systems that guarantee their relevance, faithful representation, comparability, verifiability and understandability.

(1) See Section 1.1.1.4, “Impact, risk and opportunity management”.

(2) See 2024 URD Section 4.2, “Internal control and risk management systems”.

1.1.1.2 Structured sustainability governance

Since its creation, La Poste has been providing essential services to develop social and economic links across France's regions. The group has constantly reinvented itself to adapt to social and technological change, consistently driven by its wish to serve the public interest, in particular through its four public service missions.

In the face of social and environmental challenges, La Poste is committed to generating a positive impact, with the aim of being profitable and responsible over the long term. The group's social commitment policy is a strategic priority reaffirmed in La Poste Groupe's strategic plan.

La Poste Groupe was a pioneer in placing sustainability at the heart of its activities by becoming a mission-led company in 2021, adopting a corporate purpose including commitments to society as a whole and modifying its governance by creating a Mission Committee responsible for validating the achievement of its mission.

La Poste Groupe aims to lead by example, with a societal commitment built on a robust governance model that prioritises transparency and open dialogue. This governance supports the group's aim of being recognised as a leader in sustainability.

The role and composition of the administrative, management and supervisory bodies [ESRS 2 GOV-1; G1 GOV-1]

For the sake of clarity and completeness, the description of the governance bodies⁽¹⁾ includes all the bodies of La Poste Groupe: the Board of Directors, the Mission Committee, Executive Management and the Executive Committee, in addition to the Board of Directors and corporate officers covered by ESRS 2. Working together, these bodies collectively support the development of the group in accordance with its commitments.

The Board of Directors

The Board of Directors defines the general policy and direction of the group's activities. It lays down its strategic orientations, approves the annual and interim financial statements as regards sustainability, and authorises acquisitions and disposals, major investment programmes and the terms of employee profit-sharing.

The role of the Board of Directors in sustainability matters is described in article 10.3 of its internal rules. It is supported by a Quality and Sustainable Development Committee (QSDC), the highest decision-making body responsible for ESG issues within the group. The main role of this specialised Board committee is to prepare the work of the Board of Directors and to make recommendations on the quality of customer relationships, sustainability and well-being at work. The QSDC validates the results of the double materiality assessment and sets and tracks the achievement of various ESG targets each year, notably as regards the reduction of the greenhouse gas emissions attributable to the group, the group's non-financial ratings and the Net Promoter Score (NPS) of the group's products and services.

The Board of Directors also relies on the Audit Committee, which conducts an annual review of the mapping of operational and compliance risks, as well as the action plans implemented to control those risks, including sustainability risks, even before the CSRD came into force. With the application of the CSRD and the preparation of the group's first sustainability statement, the role of the Audit Committee has expanded: in addition to its recurring topics, it is now responsible for reviewing the sustainability statement, together with the auditors in charge of its verification.

La Poste Groupe's Board of Directors has 21 members, including one executive member, the Chairman and CEO, who is the sole corporate officer.

- eleven directors appointed by the General Meeting upon a proposal by Caisse des Dépôts;
- one director representing the French State;
- two directors appointed by the General Meeting on the proposal of the French State, including the Chairman and CEO;
- seven directors representing employees.

In addition, three non-voting members represent users, municipalities and their associations.

A certain number of the directors appointed by the General Meeting meet most of the independence criteria of the Afep-Medef Code: four of them meet seven of the eight criteria defined in Article 9.5 of the Code, and two of them meet six of the eight criteria (due to the changes in governance that took place in March 2020, the shareholders at the General Meeting considered it was in the best interests of the group to renew the directorships of Françoise Malrieu and Philippe Lemoine – directors of La Poste since 2005 and 2009 respectively – in view of the fact that long-serving members are important for building up corporate memory and ensuring strategic continuity within the Board).

The composition of the Board of Directors has been defined by law (law no. 2019-486 of 22 May 2019) in such a way as to allow the majority shareholder to exercise exclusive control of the Company. In line with this, the 11 directors put forward by Caisse des Dépôts, irrespective of whether or not they are employees of Caisse des Dépôts, are deemed to represent Caisse des Dépôts' best interests on the Board of Directors. Similarly, for directors put forward by the French State, in Article 6 of the 2014 governmental order concerning the governance of public companies – pursuant to which such directors are appointed – it is specified that these directors must "represent the best interests of the State". For all of these reasons, the eighth independence criterion of the Afep-Medef Code of not being, or representing, a significant shareholder is not applicable to any of these 14 La Poste directors, and directors representing employees cannot be considered as independent either.

However, La Poste's directors retain their freedom of judgement and expression, as shown by the discussion and debate that takes place within the Board of Directors.

Executive Committee

The Executive Committee is the body for discussing strategy, consulting on all cross-functional group issues, considering important decisions and monitoring targets and operating results, including in terms of sustainability.

The Executive Committee has eleven members, all executives, appointed by the Chairman and CEO, the group's sole corporate officer. The four heads of the group's business lines all sit on the Executive Committee. It meets on a weekly basis under the chairmanship of the Chairman and Chief Executive Officer.

Sustainability is central to the group's strategic plan, which is managed by the Executive Committee and reviewed by it every six months. Sustainability topics are systematically raised during Executive Committee discussions, and specific agenda items are devoted to the implementation of major sustainability policies. ESG is regularly included on the agendas of Executive Committee seminars, where strategic and forward-looking topics are discussed.

(1) See 2024 URD Section 5.1, "Structure and operating procedures of the governance bodies".

SUSTAINABILITY STATEMENT

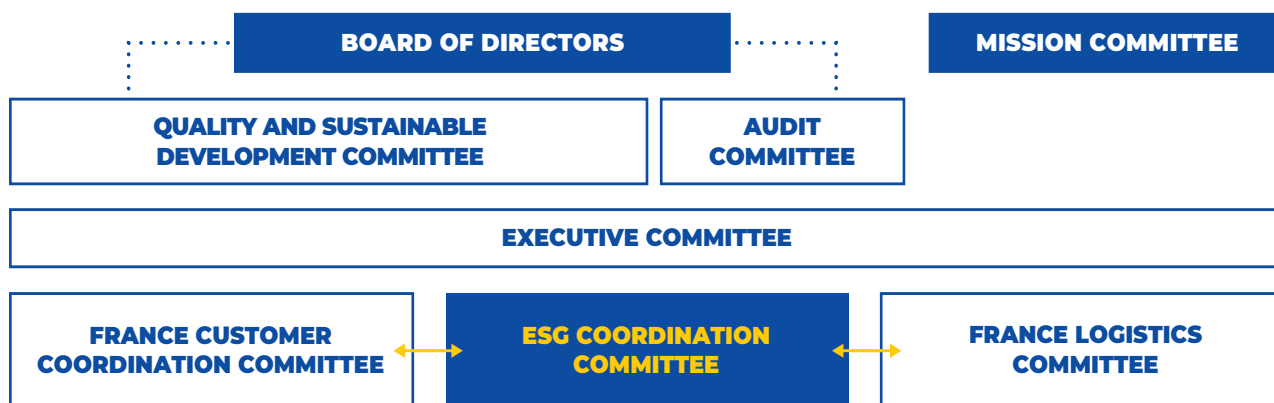
General disclosures | ERSR 2

The responsibilities of the Executive Committee in relation to impacts, risks and opportunities (IROs) are as follows:

- Each Executive Committee member is responsible for monitoring the IROs of their business line and/or activity, with the support of their ESG Officers where appropriate. As such, they can alert the full Committee. The Executive Vice President, in charge of Public Service and Regulatory Affairs has cross-functional responsibility for monitoring sustainability matters for the group;
- the group departments responsible for monitoring IROs report directly to members of the Executive Committee:
 - the group Audit and Risks Department to the Chairman and Chief Executive Officer of La Poste Groupe,
 - the group Legal Department and the group Compliance Department to the group Executive Vice President and General Secretary,
 - the Sustainability Department to the Executive Vice President, in charge of Public Service, Regulatory Affairs and Competition, Social Commitment, and European and International Relations,
 - the Sustainability Department to the Executive Vice President, Chairman of the Executive Board of La Banque Postale,
 - the Strategy and Industrial Transformation Department, which is responsible for ESG, to the Executive Vice President, in charge of the Services-Mail-Parcels business line,
 - the ESG Department to the Chief Executive Officer and Executive Vice President of Geopost,
 - the Presence and Operations Department, which is responsible for CSR, to the Executive Vice President in charge of the Retail Customers & Digital Services business line;

- the Executive Committee validates the results of the double materiality assessment. Ahead of the relevant discussions in the Audit Committee, it is informed of progress against ESG targets or any sudden deterioration in performance. The occurrence of a risk or impact is immediately signalled in a priority alert;
- La Banque Postale, the Services-Mail-Parcels business line, the Retail Customers & Digital Services business line and Geopost set their sustainability targets in accordance with the group's policies and objectives. Within each business line, CSR directors are responsible for monitoring, reviewing and managing sustainability matters specific to their business and for informing the Executive Committee member responsible for the relevant business line/subsidiary. This member then reports to the Executive Committee as required.
- The Executive Committee annually sets the priorities of the ESG Performance Steering Committee, which serves as the link with the highest governance bodies (Executive Committee, Board of Directors, Mission Committee). It is responsible for presenting and examining all ESG topics on the agendas of strategic seminars of the Executive Committee or the Board of Directors. It is facilitated by the Sustainability Department and sponsored by the Executive Vice President, in charge of Public Service and Regulatory Affairs.
- Every six months, the Executive Committee monitors the strategic plan metrics, including ESG metrics. Sustainability matters (and the underlying IROs) and the decarbonisation pathway are regularly included in the agendas, presentations and discussions of Executive Committee seminars.

The Executive Committee has established an ESG Performance Steering Committee with a mandate from the Chairman, comprising around ten senior leaders reporting directly to the Chairman, responsible for integrating ESG issues within the group and its business lines, sponsored by the Executive Vice President, in charge of Public Service and Regulatory Affairs (also in charge of Competition, Social Commitment, and European and International Relations), and led by the Chief Sustainability Officer.



This ESG Performance Steering Committee:

- anticipates ESG developments and their impact on the business model;
- defines the ESG strategy and related policies within the group;
- acts as the link with governance and ensures the chain of command with the sectors and business lines;
- monitors the operational implementation and outcomes, and makes the necessary decisions on corrections, interruptions and acceleration;
- ensures regulatory compliance (CSRD and EU Taxonomy directives, AGEC law⁽¹⁾, PACTE economic modernisation law⁽²⁾, duty of care law, etc.).

Mission Committee

Since 2021, La Poste has had a corporate purpose and been a mission-led company, as provided for by the PACTE economic modernisation law. As such, it endeavours to reconcile the search for economic performance with a contribution to the public interest. The Mission Committee is composed of eight members from the Board of Directors of La Poste SA, of which three executive members including the Chairman and CEO, and nine qualified members from outside the company. In accordance with article 1.3 of La Poste's Articles of Association, the role of the Mission Committee is to monitor the fulfilment of the commitments made by La Poste to society as a whole:

- 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.

(1) Anti-waste and circular economy law.

(2) Law on action plan for business growth and transformation.

These four commitments correspond to the four core societal transitions described in the group’s strategic plan and are tracked by associated metrics.

The opinion issued each year by the members of the Mission Committee allows the Executive Committee and the Board of Directors to verify compliance with La Poste Groupe’s commitments and the related objectives. The Mission Committee may also suggest additional actions and validate the relevant performance and impact

metrics for monitoring these commitments. Each year, La Poste Groupe publishes an annual report from the Mission Committee, which is annexed to the management report and submitted to the General Meeting for shareholder approval.

Business experts are invited to speak before the Mission Committee three times a year (at each plenary meeting) and possibly at other meetings as appropriate, to inform it of progress, developments and IROs.

Gender diversity of governance bodies [GOV-1_06]

La Poste complies with the proportion of members of each gender on the Board of Directors set by Article L. 225-18-1 of the French Commercial Code (*Code de commerce*).

Proportion of women (%) and M/F ratio	2024	2023	2022
Board of Directors	50%	43%	48%
Mission Committee	53%	47%	47%
Executive Committee	40%	30%	28%
	M/F ratio: 0.40	M/F ratio: 0.30	M/F ratio: 0.28

Coordination between central bodies and operational business lines

La Poste Groupe’s sustainability governance is based on close coordination between the central bodies (Board of Directors, Executive Committee and Mission Committee) and the operational business lines.

The group’s business lines ensure the operational implementation of ESG objectives, policies and targets. They report regularly to the governance bodies on impacts, risks and opportunities.

The Sustainability Department plays a central role in defining the group’s ESG policies and coordinating their implementation. It ensures that action taken by the business lines and governance bodies is consistent, and helps to raise awareness and train employees on sustainability matters. It also ensures that sustainability matters are taken into account in all the group’s strategic decisions. Finally, it represents the group on sustainability matters. It prepares documents for the Executive Committee and reports regularly to the Board of Directors and the Mission Committee. The head of the department prepares and attends the meetings of the Board’s Quality and Sustainable Development Committee, and several of its members attend meetings of the Mission Committee.

- steering committees for each compliance area, including one dedicated to anti-corruption;
- compliance steering committees of the group’s business lines and subsidiaries.

In addition, the group Audit Committee conducts regular reviews and reports its findings to the Board of Directors.

Compliance issues are shared with La Poste Groupe’s shareholders, Caisse des Dépôts and the French State through the Audit Committee. Compliance issues are regularly placed on the agendas of the group Executive Committee and the Audit Committee (three items in 2024). The group’s Compliance Coordination Committee shares the strategic dimension of compliance issues, the roadmap and performance metrics, and promotes synergies. A specific steering process is in place in each compliance area. It brings together the business line and entity compliance officers twice a year. The implementation of compliance systems is managed by dedicated committees in each of the group’s business lines and subsidiaries.

The members of La Poste’s Board of Directors have a wide range of functional expertise. Six of them deal specifically with legal, compliance, governance and ethics matters. Compliance systems relating to business conduct are managed by the group Compliance Department, which reports directly to the Executive Vice President, the group General Secretary. They are rolled out in the group’s business lines and subsidiaries by dedicated teams of experts.

At the end of 2024, the group Compliance Department comprised six centres of expertise, including the group Compliance Officer and an anti-corruption centre. Each centre of expertise is responsible for defining and implementing the compliance systems that fall within its area of expertise, in conjunction with the compliance departments of the group’s business lines and subsidiaries.

Governance for the prevention and detection of corruption [G1.GOV-1]

Governance for the prevention and detection of corruption is designed to monitor the implementation of the system throughout the group (covering the eight measures of the anti-corruption programme) and to ensure regular reporting to the Board of Directors.

Compliance systems relating to business conduct are managed by the group Compliance Department, which reports directly to the Executive Vice President, the group General Secretary. They are rolled out in the group’s business lines and subsidiaries by dedicated teams of experts.

More specifically, the governance in place within La Poste Groupe to organise and manage the implementation of these anti-corruption and business conduct compliance systems has four key levels:

- Group Executive Committee;
- the Group Compliance Coordination Committee, which brings together representatives of the executive committees of the various business lines and the main subsidiaries of La Poste Groupe in charge of compliance;

Sustainability skills and training for governance bodies

The diversity of profiles, experience and skills within the governance bodies is a major asset in understanding the challenges of societal transitions (ecological, digital, social) and achieving the group’s strategic goals.

SUSTAINABILITY STATEMENT

General disclosures | ESRS 2

The Board of Directors

Ten members of the Board of Directors have functional expertise in environmental matters; thirteen members have operational expertise in HR and employee relations and eleven members have operational expertise in compliance, governance and ethics.

The Board of Directors regularly invites business experts to brief it on progress, developments, risks and opportunities. In 2023, the members of the Board attended Climate Fresk workshops.

Executive Committee

80% of Executive Committee members have functional expertise in CSR and sustainability.

80% of Executive Committee members have functional expertise in HR and industrial relations.

70% of Executive Committee members have functional expertise in legal affairs, compliance, governance and ethics.

This mix of skills enables them to manage ESG performance and ensure that sustainability matters are addressed in operations.



The Mission Committee also makes regular site visits to see operational challenges first hand.

Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies [ESRS 2 GOV-2]

The Board of Directors regularly addresses sustainability matters at its meetings (more than four times a year) to discuss and validate decisions and be informed of the policies developed and implemented by the group.

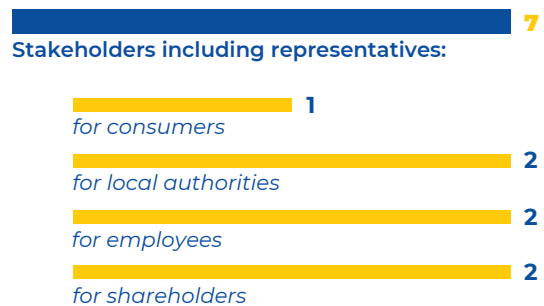
In 2024, expert presentations and briefings on ESG matters and the group's ESG performance were regularly provided to the Board of Directors. The Chief Sustainability Officer is required to present these ESG performance issues to directors on a regular basis to keep them informed of the different directions the group is taking. For example, the Board was given presentations of the group's carbon budget, the results of the double materiality assessment and progress made in implementing the CSRD. Regular presentations are also given on social and societal challenges.

Any issue referred to the Board of Directors was first referred to at least the Executive Committee, the ESG Performance Steering Committee, the Compliance Coordination Committee and the Sustainable Development Committee. At the end of 2024, the

In 2022, Executive Committee members attended Climate Fresk workshops. In 2024, an immersive experience raised their awareness of climate change adaptation. Sustainability workshops are organised regularly and led by the Chief Sustainability Officer during strategic seminars. Finally, the Executive Committee receives presentations from experts from outside the group to deepen its knowledge of sustainability matters, particularly during strategic seminars. Together, these measures contribute to enhancing the skills and training of the governance bodies.

Mission Committee

The nine qualified members of the Mission Committee were selected for their recognised expertise in environmental and/or social and/or societal issues. The Mission Committee also regularly invites business experts to brief it on progress, developments, risks and opportunities. Three times a year (at each plenary meeting) and possibly at other dedicated meetings, business experts (business line management, purchasing management, CSR departments) address the Mission Committee to inform it of progress, developments, impacts, risks or opportunities.



group Audit Committee was also informed of the results of the double materiality assessment and the progress of work related to this sustainability statement.

Finally, the expertise and level of ownership of ESG matters by the various decision-making bodies⁽¹⁾ enables them to monitor and provide informed opinions on the group's directions that may have an impact on sustainability.

Integration of sustainability-related performance in incentive schemes [ESRS 2 GOV-3; E1 GOV-3]

The ESG performance measurement process informs the decisions of the Board of Directors and is used to provide training and set goals for employees. Incorporating stakeholder expectations is a key component across the group's strategy.

It allows La Poste Groupe to incorporate sustainability performance into incentive schemes for different groups: members of the management bodies, managers and employees.

This performance is assessed via ESG criteria (environmental, social, societal and governance) and broader non-financial criteria (including customer satisfaction and the company's digital transformation).

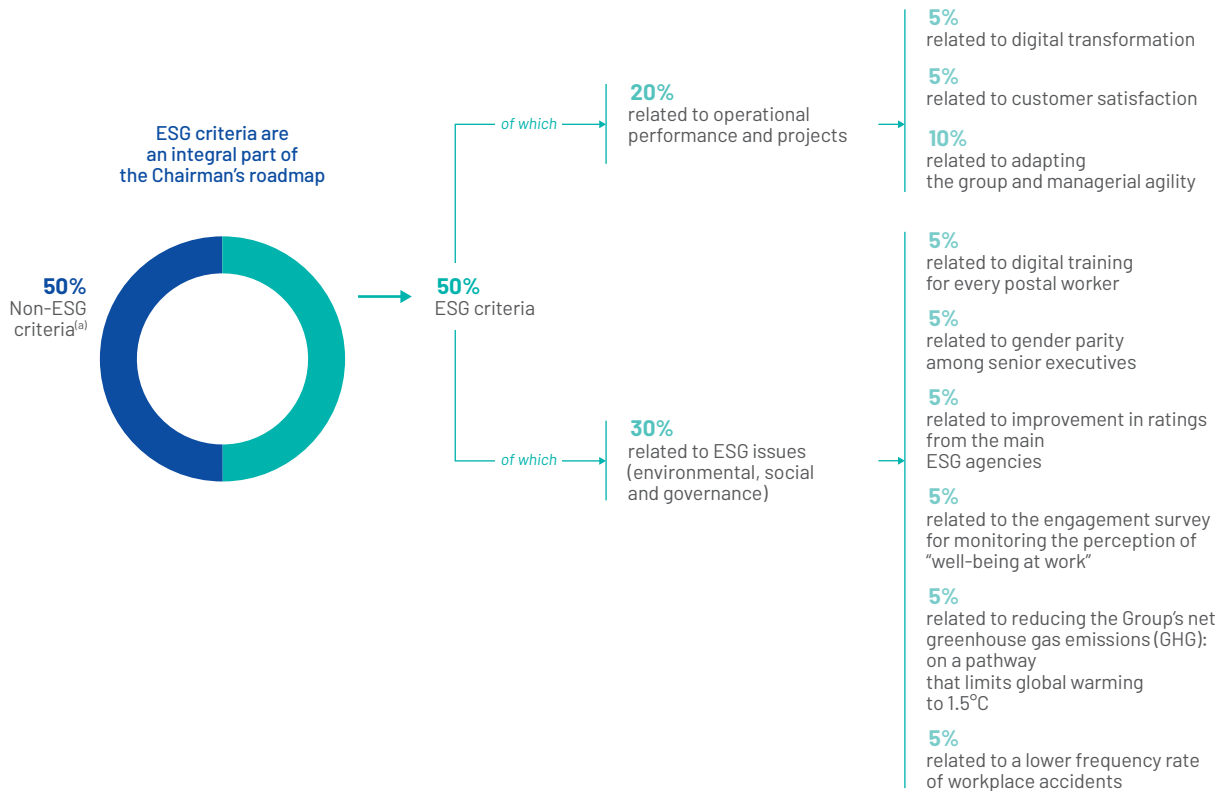
(1) See Section 1.1.1.2 "Structured governance for sustainability", paragraph "Sustainability skills and training for governance bodies".

The annual objectives of the Chairman and CEO of La Poste Groupe are formalised in a roadmap. In 2024, 50% of these are covered by non-financial metrics, each with a target. These metrics break down as follows:

- 30% specifically focused on ESG matters: Environment (percentage of net reduction of the group’s greenhouse gas emissions in a pathway consistent with a 1.5°C warming scenario), Social (gender balance in senior management, workplace accident frequency rate, percentage of postal workers trained in digital technology,

well-being at work evaluation score in the engagement survey) and Governance (non-financial ratings assigned by the main rating agencies); and

- 20% focused on other non-financial aspects, with three metrics:
 - the ability to adapt/organisational agility,
 - the Net Promoter Score of our flagship products and services in each activity,
 - an indicator of the group’s digital transformation.



The composition and objectives of the Chairman and Chief Executive Officer’s roadmap are submitted each year for validation to the La Poste Appointments, Compensation and Governance Committee, before being approved by the Board of Directors. The Chairman and Chief Executive Officer’s roadmap for 2024 was approved by the Board of Directors on 4 April 2024.

The achievement of the objectives thus defined does not give rise to variable compensation, as the Chairman and Chief Executive Officer is not eligible. This is taken into account as a performance benchmark.

For the members of the Executive Committee, short-term compensation is partly linked to the Chairman and Chief Executive Officer’s roadmap, which is updated and approved in accordance with the system described above. This includes:

- a collective group portion (25%) based on the roadmap of the Chairman and Chief Executive Officer;
- a collective business line portion (50%);
- an individual portion (25%) defined jointly by the Chairman and Chief Executive Officer and the relevant Executive Committee member, in line with the individual objectives set at the start of the year.

The proportion of this variable compensation incorporating sustainability targets and/or impacts (ESG criteria) is estimated at between 15% and 30%. 41,300 La Poste SA managers and senior

executives are also eligible for short-term variable compensation incorporating ESG and non-financial criteria, consisting of:

- a collective group portion based on the Chairman and Chief Executive Officer’s roadmap, incorporating the non-financial and ESG criteria mentioned above, with targets – the achievement of which has a direct impact on the variable compensation of managers;
- a collective business line portion based on the specific characteristics of the relevant business lines and systematically incorporating non-financial criteria, including ESG, with a target – the achievement of which has a direct impact on the variable compensation of managers; and
- an individual component assessed on the basis of the achievement of annual objectives, with a guideline of at least 30% non-financial objectives (including customer satisfaction and ESG issues) for all managers by 2024.

The overall weight of non-financial and ESG criteria in the variable compensation of La Poste SA managers and senior executives varies according to the population and by business line. For example, for group C executives, which is the highest hierarchical level and includes around 350 employees, the achievement of collective or individual ESG objectives accounted for an average of 40.5% of the variable portion in 2024.

For La Poste SA employees, the 2024-2026 profit-sharing agreement provides for a profit-sharing scheme for all postal workers (employees on private-sector contracts, civil servants and public law contract employees with at least three months' seniority at the end of the relevant reference year). This system is based on two elements:

- an amount calculated on the basis of the company's economic performance;
- a non-financial increase of up to 40% of the basic amount, awarded on the basis of three criteria:
 - the quality of customer relations (NPS),
 - environmental mobilisation (percentage of reduction of greenhouse gas emissions), and
 - well-being at work for postal workers (frequency rate of workplace accidents with time off).

Targets are set for the non-financial profit-sharing metrics for the three years of the agreement.

Special case of climate performance

The non-financial criteria included in the Chairman and CEO's roadmap include a 5% climate-related component, based on the percentage of net reduction in the group's GHG emissions within a trajectory that limits global warming to 1.5°C. The target is to comply with the Scopes 1, 2 and 3 trajectory, category 3.4 (transport and distribution subcontracting as per GHG Protocol and Climate Disclosure Project scoring): i.e. at least a 3% reduction.

Performance is measured against the GHG emission reduction targets⁽¹⁾.

The metric for the reduction of the group's net GHG emissions has a weighting of at least 1.67% of the collective variable compensation of the members of the Executive Committee. In the business lines where the issue is most relevant (La Banque Postale, Services-Mail-Parcels, Geopost), this weighting is increased to between 3.54% and 6.67% of the variable compensation of the members of the Executive Committee.

Statement on due diligence [GOV-4-01]

Core elements of due diligence	Sections of the sustainability statement
Embedding due diligence in governance, strategy and the business model	1.1.1.2 Structured governance of sustainability/Role and composition of the administrative, management and supervisory bodies [ESRS 2 GOV-1]
	1.1.1.2 Structured governance of sustainability/Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies [ESRS 2 GOV-2]
	1.1.1.2 Structured governance of sustainability/Integration of sustainability-related performance in incentive schemes [ESRS 2 GOV-3; E1 GOV-3]
	1.1.1.3 Strategy and business model/Material impacts, risks and opportunities and their interaction with strategy and business model [SBM-3]
Working with affected stakeholders at all steps of due diligence	1.1.1.3 Strategy and business model/Interests and views of stakeholders [ESRS 2 SBM-2]
Identifying and assessing adverse impacts	1.1.1.3 Strategy and business model/Material impacts, risks and opportunities and their interaction with strategy and business model [SBM-3]
	1.1.1.4 Management of impacts, risks and opportunities/Description of the process to identify and assess material impacts, risks and opportunities [ESRS 2 IRO-1]
Taking steps to address these adverse impacts	1.1.1.2 Structured governance of sustainability
	1.1.1.3 Strategy and business model/Material impacts, risks and opportunities and their interaction with strategy and business model [ESRS 2 SBM-3]
Tracking the effectiveness of these efforts and communicating	1.1.1.2 Structured governance of sustainability
	1.1.1.3 Strategy and business model/Material impacts, risks and opportunities and their interaction with strategy and business model [ESRS 2 SBM-3]
	1.1.1.4 Management of impacts, risks and opportunities/Description of the processes to identify and assess material impacts, risks and opportunities [ESRS 2 IRO-1]/Information covered by this sustainability statement

1.1.1.3 Strategy and business model

Strategy, business model and value chain [SBM-1]

Business model geared towards profitable and responsible growth [ESRS 2 SBM-1]

La Poste Groupe is a leading international multi-business group that has built a robust and resilient multi-business model based on two growth drivers, logistics and bancassurance, and on two businesses of the future, digital trust and new people-oriented local services.

(1) See Section 1.1.2.1 "Climate change | E1".

Its activities are structured around four business lines that provide products and services:

- Services-Mail-Parcels:
 - business and advertising mail, press,
 - Colissimo and small international parcels for business customers,
 - logistics solutions for organisations (Log'issimo),
 - people-oriented services;
- Geopost:
 - express delivery of parcels in France and internationally, BtoB and BtoC, at home and out of home,
 - global network, with a footprint spanning over 50 countries worldwide,
 - specialised delivery services (same day, temperature-controlled, etc.) and e-commerce services;
- La Banque Postale, a major player in bancassurance, with four core businesses:
 - Bancassurance France,
 - international Bancassurance,
 - corporate and local development banking,
 - wealth and asset management,
- Retail Customers & Digital Services:
 - provide omni-channel distribution of the group's offers to individuals, professionals and small communities of less than 10,000 inhabitants,
 - develop digital trust services through Docaposte and continue the group's digital transformation.

Attached to its local presence, La Poste Groupe relies on its network of local, human and digital services, the largest in France. At the end of 2024, the network was made up of 40,545 service points, including 16,896 points forming part of the postal network (post offices, local agencies, postal branches in shops) and nearly 23,649 additional service access points (service points, Espaces Pro business areas, Pickup points and lockers). In 2024, La Poste delivered more than 14 billion items a year worldwide (letters, advertising materials and parcels), six days a week.

La Poste Groupe continues to diversify its activities and transform itself: it is investing in the modernisation of its network and the decarbonisation of transport, in its local services, in responsible bancassurance offers, in trusted digital solutions, in health services and in other areas. The driving force behind this process is the commitment to support everyone through the environmental and energy, digital, territorial, demographic and social transitions.

These transitions are major challenges and opportunities for the company and for society as a whole, and the group has placed them at the heart of its business model and at the centre of the "La Poste 2030, committed for you" strategic plan, in line with the actions of its shareholder, Caisse des Dépôts, and in the service of the public interest. Driven by the group's purpose, this strategic plan sets the course for profitable and responsible growth, in France and internationally, by leveraging its industrial capital, consisting of transport infrastructure and delivery networks, and its human and relational capital, which are key to the group's value creation and its impact on society as a whole.

In line with its ambition to become a sustainably profitable and responsible company, the group aims to:

- act for the future of the business by embracing change and ESG as opportunities and leveraging them to reinvent itself to ensure sustainable value creation;

- act for society as a whole by developing products and services with high social value to help drive societal transformations through positive impact;
- act with and for our employees by training and coaching them in order to engage them;
- carry out its public service missions.

In 2024, La Poste Groupe generated €34.6 billion in revenue⁽¹⁾, 44.6% of which outside France, and employed 226,831 people⁽²⁾, including nearly 175,000 in France. The group has an international presence in 63 countries on five continents.

The group does not derive any direct revenue from controversial sectors within the meaning of European Regulation (EU) 2022/1288: the fossil, gas, oil or coal sectors, or from chemical production, tobacco or the manufacture of non-conventional weapons forbidden by international conventions signed and ratified by France. For example, since January 2023, La Banque Postale has excluded the financing of fossil fuels and infrastructure aimed at increasing air traffic (with the exception of financing aimed at improving the safety of personnel and passengers, upgrading infrastructure or improving its energy efficiency). La Banque Postale's exclusion principles are specified in its Responsible Financing and Investment Charter and in its sector policies. In 2020, its subsidiary CNP Assurances committed itself to achieving zero exposure to thermal coal in its direct investment portfolio in the European Union and OECD countries by 2030 and in the rest of the world by 2040.

La Banque Postale's (LBP's) revenue amounted to €41.1 billion. La Poste Groupe's consolidated revenue includes its net banking income (NBI). The concept used in the sustainability statement corresponds to the definition of "net revenue" in Article L. 511-35-1 of the French Monetary and Financial Code. For LBP, revenue is defined as the sum of interest and similar income, income from securities, fee and commission income, profit from financial transactions and other operating income, i.e., the following items:

- interest income;
- commissions (income);
- net gains or losses on financial instruments at fair value through profit or loss, through equity or resulting from the derecognition of financial assets at amortised cost;
- income from insurance contracts issued and income relating to reinsurance contracts held;
- financial income from reinsurance contracts held;
- income from other activities (excluding reversals of provisions).

Value chains of the main businesses

La Poste Groupe's value chain covers all the activities performed in its four business lines: transport, logistics and delivery, banking and insurance, digital services and local services⁽³⁾.

Interests and views of stakeholders [ESRS 2 SBM-2]

La Poste Groupe has a rich ecosystem of stakeholders, which are an integral part of the assessment of the impacts, risks and opportunities related to its activities. There are many different ways of engaging with them, adapted to the matters at stake and deployed at different regional levels (from local to national).

(1) See 2024 URD Note 6 to the consolidated financial statements, "Segment information".

(2) See 2024 URD Note 10 to the consolidated financial statements, "Personnel expenses and headcount".

(3) See 2024 URD Section 4.3.2.2 "Consolidated results for own and outsourced activities".

▼ STAKEHOLDERS AND ASSOCIATED ENGAGEMENT PROCEDURES

	Stakeholders	Matter/purpose	Framework and engagement procedures
Public sphere	Public authorities	Compliance with commitments (regulatory compliance and public service mission)	Public service agreement
	Regulatory and supervisory authorities	Strong presence in local communities, including in disadvantaged neighbourhoods. Involvement in local sustainability initiatives (climate plan, regional climate air energy plan [SRCAE], urban policy, rural development)	Discussions related to public policy support
	Local elected officials, elected parliamentary representatives	Contribution to policies in favour of vulnerable groups	Direct bilateral discussions at business line and group level (group network of regional delegates)
	Legislators	Support for the implementation of public service initiatives	Departmental Commissions on Local Postal Coverage (CDPPT)
	Certification bodies	Project financing	
	National and international bodies		
	Teaching, research		
Employees	Employees of group entities	Quality of employment and working conditions (health, safety, well-being at work) Development of employability and support for professional projects	Discussions, briefs and team meetings Annual interviews Engagement survey
	Social partners	Quality of employment and working conditions (health, safety, well-being at work) Participation in the company's changes and ESG initiatives Development of employability and support for professional projects	Social dialogue bodies (national, regional, local) Bilateral discussions
	Suppliers	Long-term economic cooperation with specific solutions to propose innovations	Consultations and calls for tender
	Subcontractors	Respect for contractual commitments and payment terms	Competitive dialogue
Business and financial partners	Cooperation partners and joint ventures	Fair conditions of access to tenders, La Poste Groupe's selection criteria based not only on price, but also on ESG criteria	Bilateral meetings Participation in local working groups
	Distribution networks		
	Professional federations		
	Investors	Information on financial and non-financial performance	Roadshows Bilateral discussions
	Shareholders	Financial performance and sustainability of the business model (long-term value creation) Control of risks that could affect the company's reputation	Board of Directors Special purpose dialogue bodies
Customers and beneficiaries	Retail customers	Consultation, consideration, personalised responses, with support at first request and real-time follow-up of requests	Multichannel commercial relationships (online, telesales, sales teams, contact points) managed in the business lines
	Consumer associations	Innovative offer adapted to diverse needs	La Poste et Vous community
	Professional and business customers	Data protection and confidentiality	Satisfaction and image surveys
	Local authorities	Easy, fast and intuitive access to services	Consultations and calls for tender Competitive dialogue Bilateral meetings
Civil society	Other companies and groups	Exchange of practices, tools, joint positions or commitments Compliance with fair competition rules	Bilateral discussions Exchanges within representative or thematic bodies
	Public interest partners (NGOs or non-profit organisations)	Transparency of practices and communication Contribution of the group to the progress of sustainability and national and local solidarity initiatives	Bilateral discussions Dynamic alliance

The group includes stakeholder engagement in the definition of its strategic plan. It takes account of the results of a participatory approach involving more than 135,000 postal workers and 6,500 stakeholders from diverse backgrounds: customers, general public, elected officials, associations of elected officials, parliamentary representatives, suppliers, start-ups, partners from postal branches in tobacconists, shops and supermarkets, non-profit organisations and social and solidarity economy companies.

Numerous studies and surveys are used to monitor how La Poste is perceived by its stakeholders, such as the annual La Poste image survey.

Stakeholder representatives also sit on the group's governance bodies (Board of Directors, Mission Committee).

▼ ADDITIONAL INFORMATION ON STAKEHOLDER INTERESTS AND VIEWS RELATED TO TOPICAL STANDARDS

S1 – Own workforce	<p>La Poste Groupe is actively committed to integrating the interests, views and rights of its employees into its strategy and business model. This commitment manifests itself in several ways.</p> <p>Employees are involved in constructing and updating the strategic plan at key stages, in a participatory approach that allows them to express their views and make proposals. This approach is led by all managers and at each level of the company, from the Chairman and Chief Executive Officer to individual sites.</p> <p>Economic results are communicated to all employees (annual and half-year results) and managers are responsible for explaining them.</p> <p>Communication tools are used to facilitate this process (communication time and space materials at all sites, talking points and videos).</p> <p>Employee representatives are informed about the company's strategy and economic situation at information/consultation meetings of the company's social and economic committees.</p> <p>Feedback mechanisms, such as the engagement survey and the whistleblowing system are in place to allow employees to express their opinions and expectations or to receive and process internal reports (violation of human rights and personal freedoms, discrimination, etc.).</p> <p>The group carefully analyses feedback from its employees and uses it to fine-tune its actions, particularly in the areas of awareness, training and well-being at work. The quality of life at work perception index is a key metric in all managers' roadmaps.</p> <p>Practical measures are taken to meet employees' expectations. Management is regularly informed of their views, thus ensuring that employees' interests are taken into account in the company's strategic decisions.</p>
S2 – Workers in the value chain	<p>For La Poste Groupe, societal responsibility means taking account of its stakeholders, including respect for the human and labour rights of value chain workers.</p> <p>In its upstream value chain, the group's business lines and subsidiaries develop balanced and long-term relationships with all suppliers and subcontractors to ensure responsible purchasing practices. The specific nature of the group's businesses and its international dimension mean that dialogue with its partners is managed on a decentralised basis, leaving the various business lines and subsidiaries a great deal of autonomy.</p> <p>Regular exchanges with suppliers, particularly in key areas such as transport and logistics, allow the group's policies to be adapted and its action plans to be adjusted in line with the needs and risks identified, with the aim of creating a collective dynamic of dialogue and continuous improvement.</p> <p>The group also takes into account the interests, views and rights of value chain workers by requiring its suppliers and subcontractors to comply with clauses relating to the International Labour Organization's fundamental conventions. At Head Office and in the main business lines (Services-Mail-Parcels, Retail Customers & Digital Services, Geopost), each supplier is also contractually obliged to respect the principles of the Responsible and Ethical Purchasing Charters.</p>
S3 – Affected communities	<p>La Poste's purpose highlights the group's unique model, designed to support people throughout France. It is a model that gives the group a pivotal role in social and regional cohesion, to which it contributes by fulfilling the four public service missions entrusted to it by the public authorities, for the benefit of the entire French population. La Poste's geographical footprint and network in France provide a perfect illustration of the notion of affected community.</p> <p>The public service missions influence the group's strategy and business model as they entail specific regulatory requirements designed to ensure access to essential services for all people without exclusion. The group maintains ongoing dialogue with elected officials, both national and local, as the legitimate representatives of the people. Regular reporting to regulators ensures transparency and compliance with its commitments. The interests, views and rights of stakeholders are also taken into account through the full range of consumer and end-user dialogue mechanisms.</p>

SUSTAINABILITY STATEMENT

General disclosures | ESRS 2

S4 – Consumers and end-users

Customer satisfaction is one of the four levers for action of the strategic plan. It is monitored (through a shared metric, the NPS^(a)) in each of the business lines as well as at group level by the Customer Committee and through monthly reporting to the Executive Committee.

The group has set up specific systems for these consumers and end-users.

Since 2021, La Poste Groupe has had a purpose (*raison d'être*). It reflects our commitment to listen to our consumers and end-users and to take their expectations into account in the definition and implementation of our strategy. The group has made customer satisfaction one of the pillars of its 2030 strategic plan to serve customers with the highest level of quality, and remain the preferred intermediary for existing customers while winning over new ones.

The group has rolled out extensive listening and consultation systems^(b) that feed into the business lines' strategic and operational thinking as they work to develop their offers and services, and maintain customer satisfaction. In 2024, all business lines regularly used the NPS to measure customer satisfaction.

The rights of consumers and end-users are taken into account through the group's various compliance policies for its commercial practices, as well as procedures to ensure respect for the fundamental rights of all its consumers and end-users when processing personal data.

(a) See the definition in the glossary at the end of this Universal Registration Document.

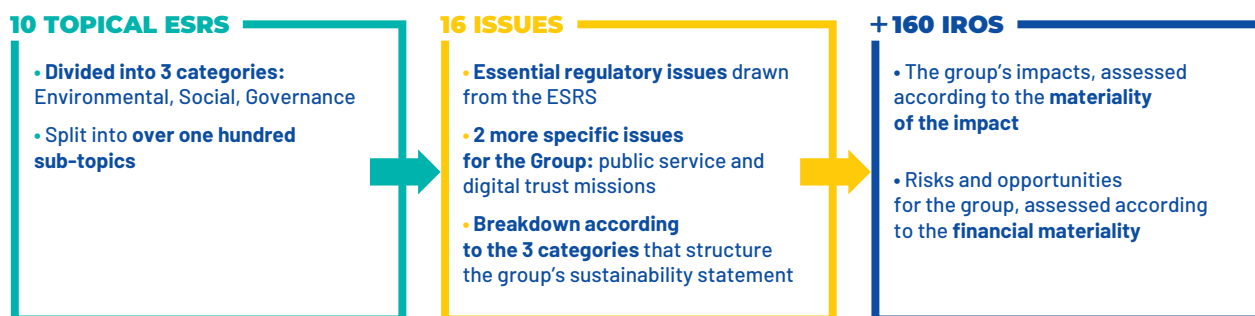
(b) See Section 1.1.3.4 "Consumers and end users | S4".

Material impacts, risks and opportunities and their interaction with strategy and business model [SBM-3]

Collective analysis carried out by the business lines and on a group-wide basis, and involving specialists, senior management and stakeholders, helped create a shared and detailed vision of the

group's sustainability matters, although this already existed independently of the regulatory expectations contained in the CSRD, in conjunction with the group's reference work (risk mapping, duty-of-care mapping, study of climate-related risks and opportunities).

A list of 16 ESRS-related matters was identified covering 163 IROs:



The process for identifying and assessing material impacts, risks and opportunities is described in section 1.1.1.4 "Impact risk and opportunity management". Of the 163 IROs initially identified, 45 are considered material at group level, breaking down into 30 impacts (a third of which are positive), 13 risks and 2 opportunities⁽¹⁾.

The results of the double materiality assessment, and in particular the list of material sustainability matters, confirm the merit and relevance of the group's commitments as a mission-led company and the levers for action that are central to the group's strategic plan, business model and transformation programme.

LINK BETWEEN THE FOUR LEVERS OF THE GROUP'S STRATEGIC PLAN AND THE MATERIAL ESG MATTERS CONFIRMED BY THE 2024 DOUBLE MATERIALITY ASSESSMENT

Social and environmental commitment	Accelerate the decarbonisation of our activities and support that of our customers Fulfil our public service mission and serve the general interest
Digitalisation and innovation	Support digital transformation and promote digital trust
Labour-management agreement and management culture	Improving well-being at work and protecting the occupational health and safety of postal workers Anticipate skill requirements and promote career paths
Customer satisfaction	Improve quality and customer experience Maintain ethical business practices

The policies, actions, resources and targets related to the material IROs corresponding to the matters identified through the double materiality assessment are described in the following sections of the sustainability statement⁽²⁾.

(1) See Section 1.1.1.5 "Appendix: Disclosure requirements in ESRS covered by the undertaking's sustainability statement linked to the outcomes of the materiality assessment".

(2) See Section 1.1.1.4, "Impact, risk and opportunity management", paragraph "Information covered by this sustainability statement".

1.1.1.4 Impact, risk and opportunity management

Description of the process to identify and assess material impacts, risks and opportunities [IRO-1]

General principles for assessing double materiality

The process implemented by La Poste Groupe to identify and assess its IROs consisted of:

- conducting a double materiality assessment of the activities of the business lines, in addition to those performed by Geopost, La Banque Postale and CNP Assurances, and consolidating them in a group-wide assessment;
- managing an internal/external consultation process to gather input from the group's management and external stakeholders;
- undertaking a detailed assessment of the 163 IROs identified at group level to determine the content of the group sustainability statement.

Materiality is assessed on a "gross" basis, independently of current or future actions, but incorporating the group's specific characteristics:

- its business models and positions in its value chains⁽¹⁾;
- the size of the group and its level of influence;
- its history and its DNA;
- the irreversibility of certain actions (e.g., fleet electrification).

The double materiality assessment was performed with reference to the time horizons defined in ESRS. It took into account the results of the double materiality assessment carried out by Geopost, La Banque Postale and CNP Assurances, given the weight of these businesses in the group's revenue (60%, based on 2023 data). Particular attention was paid to their material IROs as part of consistency checks with group-wide results. The La Banque Postale and CNP Assurances investment chain was accordingly taken into account, although it was ultimately not material for La Poste Groupe.

The assessment also drew on the group's key work:

- risk mapping;
- duty of care mapping;
- climate risk analysis study;
- results of the 2022 double materiality matrix.

The group Risk Department is responsible for risk management, including sustainability risks, in collaboration with the Sustainability Department, which is responsible for aligning all entities with the same sustainability objectives. As part of the double materiality assessment, the two departments worked together to identify material risks.

The Risk Department, the Sustainability Department and the Compliance Department worked together, in particular to map duty of care risks.

ESG risks, climate risks and risks related to non-compliance with the CSRD were integrated into the operational risk framework.

In accordance with the recommendations of the TCFD, physical and transition risks (Risk G-11 Climate change) are taken into account and analysed in a specific map of the group's major risks.

Identification of IROs

A list of IROs to be assessed was drawn up based on the following factors:

- the list of ESRS, including topics and sub-topics specified in ESRS 1 AR 16;
- an internal document review including the 2024 Group Major Risk Map, the 2023 La Poste Groupe Universal Registration Document (URD), the 2023 Mission Committee Report and the 2024 La Poste Groupe Duty of Care Plan;
- a review of pre-existing or ongoing double materiality assessments, including those of La Poste Groupe (2022) and Caisse des Dépôts (2023);
- strategic interviews with several members of La Poste Groupe, i.e., the Executive Vice President, Head of Human Resources, the Deputy Chief Executive Officer, the group General Secretary and Chairman of La Poste Immobilier and the Executive Vice President, in charge of Public Service and Regulatory Affairs;
- a review of La Poste Groupe's business model and the value chains defined by each business entity included within the scope of the assessment.

This approach ensured comprehensive coverage of the IROs relevant to the assessment. The proposed IROs were subjected to a detailed review and adapted by the representatives of the various business lines and the Project Committee. The objective of this step was to complete the list of group IROs, taking into account not only the positive and negative impacts on the business, but also the risks and opportunities associated with each matter for all the businesses.

The final list contains a total of 163 IROs: 58 impacts, 59 risks and 46 opportunities.

Rating of IROs and identification of material IROs

The process of rating the 163 IROs identified for the group involved internal experts, first individually and then in a collective workshop. The associated sub-dimensions, namely impact materiality and financial materiality, were assessed during the rating process.

Risks and opportunities were assessed according to criteria related to their scale and likelihood. Impacts were rated according to their scale, scope, irremediable character, likelihood of occurrence, as well as their long-term evolution.

In accordance with the requirements of ESRS 1, the IROs related to human rights, the list of which had been previously validated by the Compliance Department, were assessed by first considering the severity of the impact in relation to its likelihood of occurrence for potential impacts.

To ensure consistency of assessment, the IRO rating scale was aligned with the risk analysis scale for financial materiality and the duty of care scale for impact materiality.

The materiality threshold was established by the ESG Committee and the Executive Committee. This makes it possible to focus on IROs with real materiality, in terms of both their potential influence on La Poste Groupe's economic and financial performance and their social, societal and environmental impact. It was also brought into line with the thresholds established in the double materiality assessments carried out by the business lines (Geopost, La Banque Postale, CNP Assurances) and by Caisse des Dépôts, the majority shareholder of La Poste Groupe, whose activities are consolidated at the level of the Caisse des Dépôts.

(1) See Section 1.1.1.3 "Strategy and business model".

Checks and validation of outcomes

Consistency checks were carried out at several levels to ensure the relevance of the list of material IROs:

- review by group and business experts in a dedicated workshop;
- alignment of IROs with risk analysis and duty of care by the group Risk Department and group Compliance Department;
- review by the Sustainability Department management committee of the IROs that exceeded the group materiality threshold in the double materiality assessments of Geopost, La Banque Postale and CNP Assurances, to take into account the group’s main activities and ensure more comprehensive and representative coverage of all its activities. Following this

analysis, four risks resulting from Geopost’s materiality assessment were added to La Poste Groupe’s list of material IROs;

- special review of IROs whose materiality was close to the materiality threshold.

The results were shared with all contributors at a feedback meeting on 8 November 2024, attended by 70 representatives of the group business lines and departments concerned (including the Sustainability Department, the Finance Department, the Group Compliance Department, the Group Risk Department, the Human Resources Department and the Strategy Department). The results were presented to the Audit Committee and a report was submitted to the Board of Directors in order for it to approve the conclusions of the double materiality assessment.

Additional information regarding the identification and assessment of material impacts, risks and opportunities related to topical standards [E1 IRO-1; E2 IRO-1; E3 IRO-1; E4 IRO-1; E5 IRO-1; G1 IRO-1]

E1 – Climate

IROs on climate change related to the group’s GHG emissions were assessed mainly thanks to the group’s in-depth knowledge and work carried out for more than ten years, in particular on its logistics activity, which is considered to be highly emission-intensive. La Poste Groupe had adopted SBTi-approved pathways for its subsidiaries before obtaining a certified group pathway in 2024.

The group had already conducted resilience analyses before beginning its update in 2024 and relies on studies carried out in partnerships or internally to properly assess climate-related IROs.

Physical climate change risks were analysed in relation to four climate hazards: floods, storms, fires and landslides. A vulnerability risk analysis of the assets of its own operations, based on their geospatial coordinates, measures the exposure of assets to these climate hazards.

Short-term climate-related risks are represented in La Poste Groupe’s double materiality matrix under the heading “Adapting our activities to climate change”. In the medium and long term, matters related to global warming are taken into account in the resilience analyses to 2030 and 2050 respectively.

An initial risk analysis showed that the main hazards potentially impacting the group’s assets in the medium and long term are (initial estimate): floods (423 sites considered to be at high or extreme risk in 2030) and storms (378 sites considered to be at high or extreme risk in 2030).

The short-term time horizon corresponds to that of La Poste Groupe’s double materiality matrix. The medium-term time horizon is 2030. The long-term time horizon is 2050.

The assessment of exposure depends on the nature of the risk:

- physical risk to assets: in the light of damage to sites, based on their geospatial coordinates;
- physical risk to roads: in the light of damage to transport infrastructure, based on the geospatial coordinates of motorway sections;
- physical risk to humans: in the light of temperature trends, based on the geospatial coordinates of sites.

The RCP 8.5 climate scenario (name used by the IPCC) corresponds to a level of global warming of +4°C in 2100 and a failed transition to a low-carbon society. In this scenario, the sensitivity analysis of physical risks is the most relevant, followed by transition risks to a lesser extent.

The double materiality assessment rated and assessed the risk of failure to adapt to climate change in the short term. The resilience study rated and assessed the most material physical risks in the medium and long term.

Transition risks related to climate change were analysed in relation to carbon regulations: in the logistics chain, in the real estate chain and in the most material segments of the value chain: downstream transport chain (integration of subcontractors) and upstream supply chain (sourcing of suppliers). An initial approach to opportunities was also conducted in relation to the new needs of a low-carbon society.

The double materiality matrix examined short-term transition events. The resilience analysis looked at medium- and long-term transition events, to 2030 and 2050 respectively.

La Poste Groupe has pre-identified eleven transition risks linked to changes in public policies, technologies, markets and reputation.

The assessment of exposure applies to high climate impact sectors reflecting:

- asset transition risk: depending on the level of GHG emissions and energy costs;
- vehicle transition risk: depending on the level of GHG emissions and energy costs;
- human transition risk: depending on lifestyles in a low-carbon society.

The RCP 2.6 climate scenario (name used by the IPCC) corresponds to a level of global warming of +1.5°C in 2100 and a successful transition to a low-carbon society. In this scenario, the sensitivity analysis of transition risks is the most relevant.

E1 – Climate	<p>La Poste Groupe’s main transition risks relate to high climate impact sectors. The transition to a carbon-neutral economy will have the greatest impact on the logistics and real estate chains.</p> <p>The double materiality assessment rated and assessed the risk of failure to adapt to climate change in the short term.</p> <p>The resilience study rated and assessed the most material transition risks in the medium and long term.</p> <p>Financial bias focuses on mitigation:</p> <ol style="list-style-type: none"> 1. The 2024 financial statements reflect transition plans. 2. To achieve the net-zero emissions by 2040 target: provisions for emissions from 2040 as they occur. <p>Adaptation will be included as adaptation plans are formalised and climate change scenarios are presented in the financial statements.</p>
E2 – Pollution	<p>Pollution-related IROs were assessed using various pollution measurements and studies conducted by the group via its subsidiaries. In 2024, the group also introduced a more robust measure of pollution in its logistics activity. Air pollution related to transport is particularly well documented externally. This measurement confirmed the materiality of air pollution for this activity.</p> <p>The double materiality assessment is carried out using a scale aligned with risk analysis and the duty of care.</p> <p>As for the other IROs in the double materiality assessment, consultations were held on pollution, notably with contacts from the Community Involvement Department, Geopost and the Services-Mail-Parcels business line.</p> <p>Experts (for example, the Chairman of the Alliance for Road Decarbonisation, WWF France, qualified members of the Board of Directors such as the Head of Institut Montaigne) were consulted as part of the review of the air pollution policy.</p> <p>The company has been partnering with Airparif since 2022.</p> <p>Within La Poste Groupe’s five businesses, only transport and logistics has impact materiality on the IROs related to air pollution due to the existence of transport fleets.</p>
E3 – Water	<p>La Poste Groupe conducted interviews with internal experts in its various activities. None of them identified any major risks in their respective areas.</p> <p>Both the group itself and its suppliers use little water in their own operations:</p> <ul style="list-style-type: none"> • La Poste uses water almost exclusively for direct “tertiary” purposes, drinking and in sanitation facilities, in company restaurants and for groundskeeping; • within its value chain, water is used by its suppliers to manufacture products and equipment used by La Poste Groupe, as is the case for any company. <p>The group’s impact on water and marine resources is therefore considered non-material, from both an impact and a financial perspective. The group nevertheless plans to reassess this position periodically to ensure the continued relevance of its assessment in the light of new data and future developments.</p>
E4 – Biodiversity and ecosystems	<p>La Poste Groupe has identified and assessed actual and potential impacts on biodiversity and ecosystems at its own sites and in the upstream and downstream value chain.</p> <p>A study using the Global Biodiversity Score (GBS) tool and internal interviews confirmed the absence of materiality of biodiversity impacts and risks for the group.</p> <p>Analyses were conducted on the areas most at risk for the group: real estate activities on its own sites via La Poste Immobilier, transport and logistics activities in its upstream and downstream value chain, and bancassurance activities. The study showed that La Poste Groupe’s impact is below the global average for all sectors combined.</p> <p>Using the GBS tool, the group also identified and assessed its dependencies on biodiversity, ecosystems and ecosystem services at its own sites and throughout its value chain. The group’s activities rely on only a small number of ecosystem services, so dependencies related to biodiversity are not considered material. The double materiality assessment showed that the risks for the group are low in terms of financial consequences for the company (less than €15 million), service continuity and the company’s social climate or reputation.</p> <p>Although La Poste continues to monitor issues relating to biodiversity, analyses show that the impacts and risks related to this topic are not material for the group. The group plans to reassess this position periodically to ensure the continued relevance of its assessment in the light of market developments and new data.</p>
E5 – Resource use and circular economy	<p>The double materiality assessment carried out in 2024 allowed La Poste to identify 14 IROs related to resource use and the circular economy. The double materiality assessment and stakeholder consultations confirmed that resources and the circular economy are not material matters for the group, either financially or in terms of impact. It plans to reassess this position periodically to ensure the continued relevance of its assessment over time.</p>
G1 – Business conduct	<p>The double materiality assessment carried out in 2024 enabled La Poste to identify its IROs related to business conduct. As part of this process, stakeholders were consulted on IROs related to responsible business practices, the fight against corruption and influence peddling, and the management of supplier relationships. The method used for this double materiality assessment is described above^(a).</p>

(a) See Section 1.1.1.4 “Management of impacts, risks and opportunities”, paragraph “Description of the processes to identify and assess material impacts, risks and opportunities”.

SUSTAINABILITY STATEMENT

General disclosures | ESRS 2

Information covered by this sustainability statement [IRO-2]

45 IROs were ultimately determined to be material at group level, breaking down as 30 impacts, 13 risks and 2 opportunities.

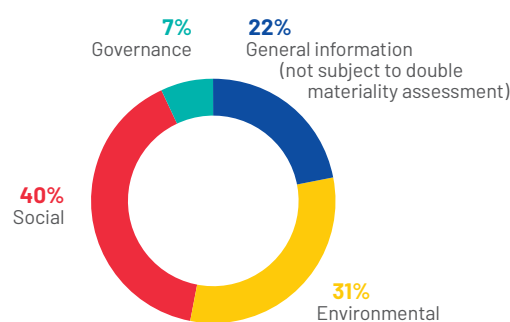
Standard	Name	Type	Upstream value chain	Own operations	Downstream value chain
E1	GHG emissions generated by the company's own operations and/or subcontractors	I	X	X	
E1	Participation in the transition of France/regions to a low carbon economy	I	X	X	X
E1	GHG emissions generated in the supply chain	I	X		
E1	GHG emissions related to purchases of products and services	I			X
E1	Service interruption due to extreme weather events	I	X	X	X
E1	Increased costs due to the consideration of the climate in product and service development	R	X	X	X
E1	Strengthening of the group's competitiveness through communication on its climate actions	O	X	X	
E2	Air pollution caused by the group's transport and logistics activities	I	X	X	X
S1	Reduced performance in the event of a mismatch between the group's strategy and developments, and the skills of its employees	R		X	
S1	Physical and mental health of employees	I		X	
S1	Quality of life at work and employee well-being	I		X	
S1	Freedom of association and the right to collective bargaining	I		X	
S1	Non-discrimination in workforce career management	I		X	
S1	Non-discrimination in recruitment	I		X	
S1	Acquisition/Loss of skills and know-how	I		X	
S1	Inclusive work environment	I		X	
S1	Employee compensation	I		X	
S1	Business interruption or diminished operational performance in the event of an accident or deterioration of quality of life at work	R		X	X
S2	Influence over suppliers and service providers in terms of social and environmental practices	I	X	X	
S2	Suppliers' working conditions	I	X		
S2	Subcontractors' working conditions	I	X		
S2	Reputational damage in the event of violation of rights/poor working conditions in the chain of suppliers or subcontractors	R	X		
S2	Increased costs and risks of legal proceedings in the event of non-compliance with employment laws and regulations in its chain of suppliers (duty of care) or subcontractors	R	X	X	
S2	Business disruption and financial costs due to shortages of skilled labour caused by a large number of part-time or seasonal workers or the temporary shutdown/reduction in operations of a major service provider or supplier	R	X	X	
S2	Improving internal practices and supplier relations	I	X	X	
S3	Regional development and strengthening local economies through direct and indirect job creation or financing activities	I	X	X	X
S3	Access to certain services in isolated areas	I			X
S3	Inadequate compensation or monetisation of public services	R		X	

Standard	Name	Type	Upstream value chain	Own operations	Downstream value chain
S4	Risk of non-compliance and reputational damage due to lack of transparency and unlawful sales or marketing practices	R		X	X
S4	Accessible banking	I		X	X
S4	Risk of reputational damage and loss of market share due to failure or inability to adapt offerings to market trends	R		X	X
S4	Better living conditions thanks to support services for vulnerable populations such as the elderly and the disadvantaged	I			X
S4	Cyber-attacks jeopardising business continuity and the security of customer, employee and/or partner data	R	X	X	X
S4	Leaks of customer data, leading to an erosion of trust and undermining the group's Digital Trust positioning	R	X	X	X
S4	Leaks of customer data, leading to legal proceedings	R	X	X	X
S4	Access to a continuous, high-quality service for all customers	I		X	X
G1	Security and integrity of customer, employee, supplier and subcontractor data	I	X	X	X
G1	Ethical use of AI by the group and its stakeholders	I	X	X	X
G1	Digital data sovereignty	I		X	X
G1	Responsible business practices in line with the group's Code of Conduct	I	X	X	X
G1	Protection of whistleblowers	I	X	X	X
G1	Transparency on the use of AI and reliability of software tools and solutions	I	X	X	X
G1	Encouragement of responsible employee behaviour	I		X	
G1	Risk of disputes, litigation and legal action in the event of corruption or any breach of the Code of Ethics	R	X	X	X
G1	Enhancement of the group's performance and security through resistance to cyber attacks	O		X	

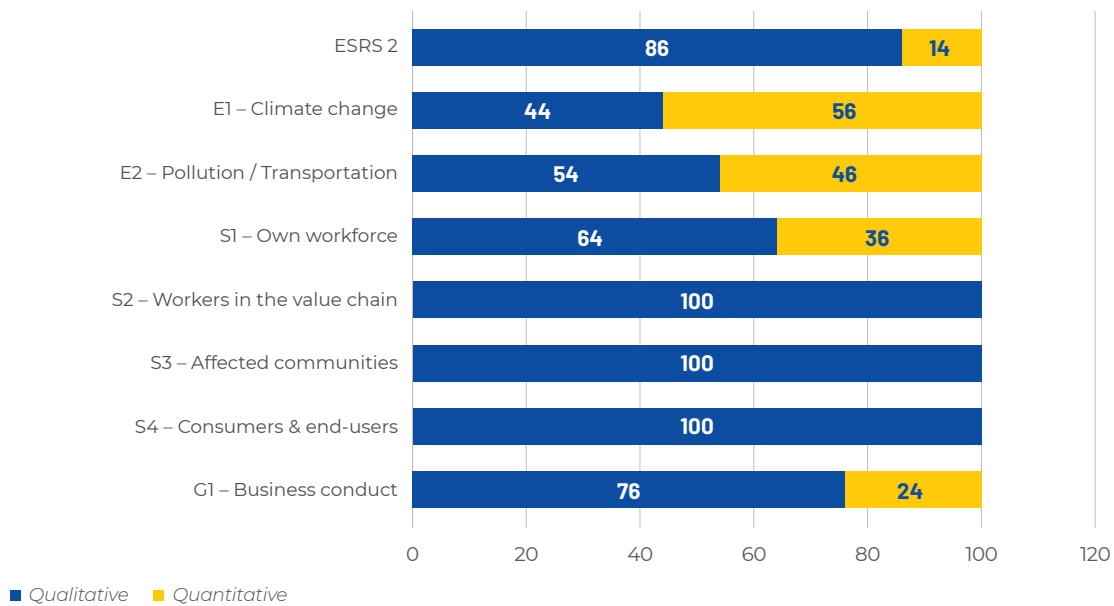
They form the basis of the company's reporting and guide the selection of relevant ESRS topical standards, material data points and the information to be disclosed in the sustainability statement.

The 45 IROs considered material for La Poste Groupe represent 598 data points to be disclosed in this sustainability statement.

Type of information: proportion of data points to be disclosed (%)



Breakdown of data points by ESRS



Data points related to material IROs were collected across the entire scope, regardless of whether the matter was material to the contributing entities or not.

Note that the following data points will not be disclosed for 2024, as permitted by the standards, and are therefore not included above:

- voluntary data points;
- data points that are planned to be phased in;
- data points related to non-material IROs;
- existence of an alternative (the decision has been made to disclose only one of the two possibilities).

The actions and resource allocations required to meet our commitments on each material matter for the group are set out in the topical standards covered in this document. The financial costing of actions for 2024 is disclosed where it represents a material amount and involves more than one group entity.

The sustainability statement includes forward-looking statements based on current scientific knowledge and potential changes in standards. These statements are also based on projections, estimates and assumptions about possible future events and possible future actions by the group. Naturally, actual results may differ from current expectations, and the forward-looking statements contained in this sustainability statement speak only as of the date of its publication.

No data points are incorporated by reference in this sustainability statement.

Finally, La Poste Groupe has not made use of the option provided by ESRS 1 to omit certain classified or sensitive information, or specific information relating to intellectual property, know-how or the results of innovation.

1.1.1.5 Appendices

Disclosure requirements in ESRS covered by the undertaking's sustainability statement linked to the outcomes of the materiality assessment [IRO-2]

ESRS	Disclosure requirements (DR)	Section
General disclosures ESRS 2	General basis for preparation of sustainability statements [BP-1]	1.1.1.1
	Disclosures in relation to specific circumstances [BP-2]	1.1.1.1
	The role of the administrative, management and supervisory bodies [ESRS 2 GOV-1; G1 GOV-1]	1.1.1.2
	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies [GOV-2]	1.1.1.2
	Integration of sustainability-related performance in incentive schemes [ESRS 2 GOV-3; E1 GOV-3]	1.1.1.2
	Statement on due diligence [GOV-4]	1.1.1.2
	Risk management and internal controls over sustainability reporting [GOV-5]	1.1.1.1
	Strategy, business model and value chain [SBM-1]	1.1.1.3
	Interests and views of stakeholders [SBM-2; ESRS 2; S1; S2; S3; S4]	1.1.1.3
	Material impacts, risks and opportunities and their interaction with the strategy and business model [SBM-3]	1.1.1.3
	Description of the processes to identify and assess material impacts, risks and opportunities [IRO-1; ESRS 2; E1; E2; E3; E4; E5; G1]	1.1.1.4
	Disclosure requirements in ESRS covered by the undertaking's sustainability statement [IRO-2]	1.1.1.5
	Datapoints in cross-cutting and topical standards that derive from other EU legislation [Appendix B]	1.1.1.5
Climate change E1	Transition plan for climate change mitigation [E1-1]	1.1.2.1
	Material impacts, risks and opportunities and their interaction with strategy and business model [ESRS 2 SBM-3]	1.1.2.1
	Policies related to climate change mitigation and adaptation [E1-2]	1.1.2.1
	Actions and resources in relation to climate change policies [E1-3]	1.1.2.1
	Targets related to climate change mitigation and adaptation [E1-4]	1.1.2.1
	Energy consumption and mix [E1-5]	1.1.2.1
	Gross Scopes 1, 2, 3 and total GHG emissions [E1-6]	1.1.2.1
	GHG mitigation projects financed through carbon credits [E1-7]	1.1.2.1
	Internal carbon pricing [E1-8]	1.1.2.1
	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities [E1-9]	1.1.2.1
Pollution E2	Policies related to pollution [E2-1; E2-MDR-P]	1.1.2.3
	Actions and resources related to pollution [E2-2]	1.1.2.3
	Targets related to pollution [E2-3]	1.1.2.3
	Pollution of air, water and soil [E2-4]	1.1.2.3
	Substances of concern and substances of very high concern [E2-5]	1.1.2.3
Own workforce S1	Material impacts, risks and opportunities and their interaction with strategy and business model [ESRS 2 SBM-3]	1.1.3.1
	Policies related to own workforce [S1-1]	1.1.3.1
	Processes for engaging with own workforce and workers' representatives [S1-2] and processes to remediate negative impacts [S1-3]	1.1.3.1
	Processes to remediate negative impacts and channels for own workforce to raise concerns [S1-3]	1.1.3.1
	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions [S1-4]	1.1.3.1
	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [S1-5]	1.1.3.1

SUSTAINABILITY STATEMENT

General disclosures | ERS 2

ESRS	Disclosure requirements (DR)	Section
  	Characteristics of the undertaking's employees [S1-6]	1.1.3.1
	Characteristics of non-employee workers in the undertaking's own workforce [S1-7]	1.1.3.1
	Collective bargaining coverage and social dialogue [S1-8]	1.1.3.1
	Diversity metrics [S1-9]	1.1.3.1
	Adequate wages [S1-10]	1.1.3.1
	Persons with disabilities [S1-12]	1.1.3.1
	Training and skills development metrics [S1-13]	1.1.3.1
	Health and safety metrics [S1-14]	1.1.3.1
	Work-life balance metrics [S1-15]	1.1.3.1
	Remuneration metrics (pay gap and total remuneration)[S1-16]	1.1.3.1
Incidents, complaints and severe human rights impacts [S1-17]	1.1.3.1	
Workers in the value chain S2   	Material impacts, risks and opportunities and their interaction with strategy and business model [ESRS 2 SBM-3]	1.1.3.2
	Policies related to value chain workers [S2-1]	1.1.3.2
	Processes for engaging with value chain workers about impacts [S2-2]	1.1.3.2
	Processes to remediate negative impacts and channels for value chain workers to raise concerns [S2-3]	1.1.3.2
	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions [S2-4]	1.1.3.2
	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [S2-5]	1.1.3.2
Affected Communities S3  	Material impacts, risks and opportunities and their interaction with strategy and business model [ESRS 2 SBM-3]	1.1.3.3
	Policies related to affected communities [S3-1]	1.1.3.3
	Processes for engaging with affected communities about impacts [S3-2]	1.1.3.3
	Processes to remediate negative impacts and channels for affected communities to raise concerns [S3-3]	1.1.3.3
	Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions [S3-4]	1.1.3.3
Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [S3-5]	1.1.3.3	
Consumers and end-users S4	Material impacts, risks and opportunities and their interaction with strategy and business model [ESRS 2 SBM-3]	1.1.3.4
	Policies related to consumers and end-users [S4-1]	1.1.3.4
	Processes for engaging with consumers and end-users about impacts [S4-2]	1.1.3.4
	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns [S4-3]	1.1.3.4
	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions [S4-4]	1.1.3.4
	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [S4-5]	1.1.3.4
Business conduct G1 	Corporate culture and business conduct policies [G1-1]	1.1.4.1
	Management of relationships with suppliers [G1-2]	1.1.4.2
	Prevention and detection of corruption and bribery [G1-3]	1.1.4.1
	Incidents of corruption or bribery [G1-4]	1.1.4.1
	Political influence and lobbying activities [G1-5]	1.1.4.3
	Payment practices [G1-6]	1.1.4.2

Datapoints in cross-functional and topical standards that derive from other EU legislation [Appendix B]

Disclosure requirement and related datapoint	SFDR reference^(a)	Pillar 3 reference^(b)	Benchmark Regulation reference^(c)	EU Climate law reference^(d)	Structure of sustainability statement
ESRS 2 GOV-1 Board's gender diversity, paragraph 21(d)	Metric number 13 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II (5);		1.1.1.2. Structured sustainability governance
ESRS 2 GOV-1 Percentage of board members who are independent, paragraph 21(e)			Delegated Regulation (EU) 2020/1816, Annex II		1.1.1.2. Structured sustainability governance
ESRS 2 GOV-4 Statement on due diligence, paragraph 30	Metric number 10 Table #3 Annex 1				1.1.1.2. Structured sustainability governance
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities, paragraph 40 (d) i	Metric number 4 Table #1 Annex 1	Article 449a Regulation (EU) No 575/2013 Commission Implementing Regulation (EU) 2022/2453 (6), Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II		1.1.1.3. Strategy and business model
ESRS 2 SBM-1 Involvement in activities related to chemical production, paragraph 40 (d) ii	Metric number 9 Table #2 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		1.1.1.3. Strategy and business model
ESRS 2 SBM-1 Involvement in activities related to controversial weapons, paragraph 40 (d) iii	Metric number 14 Table #1 Annex 1		Delegated Regulation (EU) 2020/1818 (7), Article 12 (1) Delegated Regulation (EU) 2020/1816, Annex II		1.1.1.3. Strategy and business model
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco, paragraph 40 (d) iv			Delegated Regulation (EU) 2020/1818, Article 12 (1) Delegated Regulation (EU) 2020/1816, Annex II		1.1.1.3. Strategy and business model
ESRS E1-1 Transition plan to reach climate neutrality by 2050, paragraph 14				Regulation (EU) 2021/1119, Article 2 (1)	1.1.2.1. Climate change E1
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks, paragraph 16 (g)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 12.1 (d) to (g), and Article 12.2		1.1.2.1. Climate change E1

SUSTAINABILITY STATEMENT

General disclosures | ESRs 2

Disclosure requirement and related datapoint	SFDR reference ^(a)	Pillar 3 reference ^(b)	Benchmark Regulation reference ^(c)	EU Climate law reference ^(d)	Structure of sustainability statement
ESRS E1-4 GHG emission reduction targets, paragraph 34	Metric number 4 Table #2 Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		1.1.2.1. Climate change E1
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors), paragraph 38	Metric number 5 Table #1 and Metric number 5 Table #2 of Annex I				1.1.2.1. Climate change E1
ESRS E1-5 Energy consumption and mix, paragraph 37	Metric number 5 Table #1 Annex 1				1.1.2.1. Climate change E1
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors, paragraphs 40 to 43	Metric number 6 Table #1 Annex 1				1.1.2.1. Climate change E1
ESRS E1-6 Gross Scopes 1, 2, 3 and total GHG emissions, paragraph 44	Metrics number 1 and number 2 Table #1 of Annex I	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Articles 5 (1), 6 and 8 (1)		1.1.2.1. Climate change E1
ESRS E1-6 Gross GHG emissions intensity, paragraphs 53 to 55	Metric number 3 Table #1 Annex 1	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8 (1)		1.1.2.1. Climate change E1
ESRS E1-7 GHG removals and carbon credits, paragraph 56				Regulation (EU) 2021/1119, Article 2 (1)	1.1.2.1. Climate change E1
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks, paragraph 66			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II		1.1.2.1. Climate change E1
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk, paragraph 66 (a)		Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book – Climate change physical risk:			1.1.2.1. Climate change E1
ESRS E1-9 Location of significant assets at material physical risk, paragraph 66 (c)		Exposures subject to physical risk			

Disclosure requirement and related datapoint	SFDR reference^(a)	Pillar 3 reference^(b)	Benchmark Regulation reference^(c)	EU Climate law reference^(d)	Structure of sustainability statement
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes, paragraph 67 (c)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2: Banking book – Climate change transition risk: Loans collateralised by immovable property – Energy efficiency of the collateral			1.1.2.1. Climate change E1
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities, paragraph 69			Delegated Regulation (EU) 2020/1818, Annex II		1.1.2.1. Climate change E1
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Metric number 8 Table #1 of Annex 1 Metric number 2 Table #2 of Annex 1 Metric number 1 Table #2 of Annex 1 Metric number 3 Table #2 of Annex 1				1.1.2.3. Pollution E2
ESRS E3-1 Water and marine resources, paragraph 9	Metric number 7 Table #2 Annex 1				Non-material
ESRS E3-1 Dedicated policy, paragraph 13	Metric number 8 Table #2 Annex 1				Non-material
ESRS E3-1 Sustainable oceans and seas, paragraph 14	Metric number 12 Table #2 Annex 1				Non-material
ESRS E3-4 Total water recycled and reused, paragraph 28 (c)	Metric number 6.2 Table #2 Annex 1				Non-material
ESRS E3-4 Total water consumption in m ³ per net revenue on own operations, paragraph 29	Metric number 6.1 Table #2 Annex 1				Non-material
ESRS 2- SBM 3 - E4 paragraph 16 (a) i	Metric number 7 Table #1 Annex 1				Non-material
ESRS 2- SBM 3 - E4 paragraph 16 (b)	Metric number 10 Table #2 Annex 1				Non-material
ESRS 2- SBM 3 - E4 paragraph 16 (c)	Metric number 14 Table #2 Annex 1				Non-material
ESRS E4-2 Sustainable land/agriculture practices or policies, paragraph 24 (b)	Metric number 11 Table #2 Annex 1				Non-material
ESRS E4-2 Sustainable oceans/seas practices or policies, paragraph 24 (c)	Metric number 12 Table #2 Annex 1				Non-material

SUSTAINABILITY STATEMENT

General disclosures | ESRS 2

Disclosure requirement and related datapoint	SFDR reference ^(a)	Pillar 3 reference ^(b)	Benchmark Regulation reference ^(c)	EU Climate law reference ^(d)	Structure of sustainability statement
ESRS E4-2 Policies to address deforestation, paragraph 24 (d)	Metric number 15 Table #2 Annex 1				Non-material
ESRS E5-5 Non-recycled waste, paragraph 37 (d)	Metric number 13 Table #2 Annex 1				Non-material
ESRS E5-5 Hazardous waste and radioactive waste, paragraph 39	Metric number 9 Table #1 Annex 1				Non-material
ESRS 2- SBM3 - S1 Risk of incidents of forced labour, paragraph 14 (f)	Metric number 13 Table #3 Annex 1				1.1.1.3. Strategy and business model
ESRS 2- SBM3 - S1 Risk of incidents of child labour, paragraph 14 (g)	Metric number 12 Table #3 Annex 1				1.1.1.3. Strategy and business model
ESRS S1-1 Human rights policy commitments, paragraph 20	Metric number 9 Table #3 and Metric number 11 Table #1 of Annex I				1.1.3.1. Own workforce S1
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8, paragraph 21			Delegated Regulation (EU) 2020/1816, Annex II		1.1.3.1. Own workforce S1
ESRS S1-1 processes and measures for preventing trafficking in human beings, paragraph 22	Metric number 11 Table #3 Annex 1				1.1.3.1. Own workforce S1
ESRS S1-1 workplace accident prevention policy or management system, paragraph 23	Metric number 1 Table #3 Annex 1				1.1.3.1. Own workforce S1
ESRS S1-3 grievance/complaints handling mechanisms, paragraph 32 (c)	Metric number 5 Table #3 Annex 1				1.1.3.1. Own workforce S1
ESRS S1-14 Number of fatalities and number and rate of work-related accidents, paragraph 88 (b) and (c)	Metric number 2 Table #3 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		1.1.3.1. Own workforce S1
ESRS S1-14 Number of days lost to injuries, accidents, fatalities, or illness paragraph 88 (e)	Metric number 3 Table #3 Annex 1				1.1.3.1. Own workforce S1
ESRS S1-16 Unadjusted gender pay gap, paragraph 97 (a)	Metric number 12 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		1.1.3.1. Own workforce S1

Disclosure requirement and related datapoint	SFDR reference^(a)	Pillar 3 reference^(b)	Benchmark Regulation reference^(c)	EU Climate law reference^(d)	Structure of sustainability statement
ESRS S1-16 Excessive CEO pay ratio, paragraph 97 (b)	Metric number 8 Table #3 Annex 1				1.1.3.1. Own workforce S1
ESRS S1-17 Incidents of discrimination, paragraph 103 (a)	Metric number 7 Table #3 Annex 1				1.1.3.1. Own workforce S1
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD guidelines, paragraph 104, point a)	Metric number 10 Table #1 and Metric number 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)		1.1.3.1. Own workforce S1
ESRS 2- SBM3 – S2 Significant risk of child labour or forced labour in the value chain, paragraph 11 (b)	Metrics number 12 and number 13 Table #3 of Annex I				1.1.1.3. Strategy and business model
ESRS S2-1 Human rights policy commitments, paragraph 17	Metric number 9 Table #3 and Metric number 11 Table #1 of Annex I				1.1.3.2. Workers in the value chain S2
ESRS S2-1 Policies related to value chain workers, paragraph 18	Metrics number 11 and n. 4 Table #3 of Annex I				1.1.3.2. Workers in the value chain S2
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines, paragraph 19	Metric number 10 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)		1.1.3.2. Workers in the value chain S2
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8, paragraph 19			Delegated Regulation (EU) 2020/1816, Annex II		1.1.3.2. Workers in the value chain S2
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain, paragraph 36	Metric number 14 Table #3 Annex 1				1.1.3.2. Workers in the value chain S2
ESRS S3-1 Human rights policy commitments, paragraph 16	Metric number 9 Table #3 and Metric number 11 Table #1 of Annex I				1.1.3.3. Affected Communities S3
ESRS S3-1 Non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines, paragraph 17	Metric number 10 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)		1.1.3.3. Affected Communities S3

SUSTAINABILITY STATEMENT

General disclosures | ESRS 2

Disclosure requirement and related datapoint	SFDR reference ^(a)	Pillar 3 reference ^(b)	Benchmark Regulation reference ^(c)	EU Climate law reference ^(d)	Structure of sustainability statement
ESRS S3-4 Human rights issues and incidents, paragraph 36	Metric number 14 Table #3 Annex 1				1.1.3.3. Affected Communities S3
ESRS S4-1 Policies related to consumers and end-users, paragraph 16	Metric number 9 Table #3 and Metric number 11 Table #1 of Annex I				1.1.3.4. Consumers and end-users S4
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines, paragraph 17	Metric number 10 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)		1.1.3.4. Consumers and end-users S4
ESRS S4-4 Human rights issues and incidents, paragraph 35	Metric number 14 Table #3 Annex 1				1.1.3.4. Consumers and end-users S4
ESRS G1-1 United Nations Convention against Corruption, paragraph 10 (b)	Metric number 15 Table #3 Annex 1				1.1.4.1 Corporate culture and business conduct policies
ESRS G1-1 Protection of whistle-blowers, paragraph 10 (d)	Metric number 6 Table #3 Annex 1				1.1.4.1 Corporate culture and business conduct policies
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws, paragraph 24 (a)	Metric number 17 Table #3 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		1.1.4.1 Corporate culture and business conduct policies
ESRS G1-4 Standards of anti-corruption and anti-bribery, paragraph 24 (b)	Metric number 16 Table #3 Annex 1				1.1.4.1 Corporate culture and business conduct policies

(a) Regulation (EU) 2019/2088 of the European Parliament and of the Council of 27 November 2019 on sustainability-related disclosures in the financial services sector (OJ L 317, 9 December 2019, p. 1).

(b) Regulation (EU) No 575/2013 of the European Parliament and of the Council of 26 June 2013 on prudential requirements for credit institutions and investment firms and amending Regulation (EU) No 648/2012 (regulation on the prudential requirements or “CRR” regulation) (OJ L 176, 27 June 2013, p. 1).

(c) Regulation (EU) 2016/1011 of the European Parliament and of the Council of 8 June 2016 on indices used as benchmarks in financial instruments and financial contracts or to measure the performance of investment funds and amending Directives 2008/48/EC and 2014/17/EU and Regulation (EU) No 596/2014 (OJ L 171, 29 June 2016, p. 1).

(d) Regulation (EU) 2021/1119 of the European Parliament and of the Council of 30 June 2021, establishing the framework for achieving climate neutrality and amending Regulations (EC) 401/2009 and (EU) 2018/1999 (European Climate law) (OJ L 243, 9 July 2021, p.1).

1.1.2 Environmental information

1.1.2.1 Climate change | E1



La Poste Groupe has been committed to the environmental and energy transition for more than 15 years, and has integrated these imperatives into the very core of its business model. Indeed, given the scale of climate-related issues and the increasing alarm voiced by the scientific community, La Poste Groupe has chosen to put itself on the path to net-zero emissions by 2040, 10 years ahead of the deadline set by the Paris Agreement.

To achieve this goal, the group is relying on its climate policy, which charts the path towards a new, more resilient, low-carbon business model. This policy covers the various impacts and risks associated with La Poste's activities, including the costs resulting from climate change and greenhouse gas (GHG) emissions throughout the value chain.

The response to these challenges is summed up in the climate policy's three priority objectives: measure, reduce and adapt⁽¹⁾.

The group's double materiality assessment⁽²⁾ confirmed the materiality of the following climate impacts, risk and opportunity:

- Impacts:
 - GHG emissions generated by the company's own operations and its subcontractors, particularly transport activities, mail and parcel logistics, and the real estate associated with the group's activities,
 - GHG emissions generated in the supply chain through the purchase of services and products,
 - GHG emissions associated with the use of La Poste Groupe's products and services, mainly delivery services that emit GHGs,
 - participation in the transition of France/regions to a low carbon economy;
- Risk: increased costs due to the consideration of the climate in the development of products and services;
- Opportunity: strengthening of the group's competitiveness through communication on its climate actions to investors, customers and end-users. Several actions and targets are now in place.

The climate policy and the transition plan cover the policies, actions and targets related to the first three impacts. This report includes specific discussions on the "Participation in the transition of France/regions to a low carbon economy" impact; the "Strengthening of the group's competitiveness through communication on its climate actions" opportunity and the "Increased costs due to the consideration of climate in the development of products and services" risk.

The policies, actions and targets related to the "Service interruption due to extreme weather events with consequences for the continuity of the public service mission and for vulnerable groups" impact are described in Section 1.1.3.4 "Consumers and end-users | S4", paragraph "Commercial practices and quality of service", which includes the "Access to a continuous, high-quality service for all customers" impact.

La Poste Groupe's climate policy and actions

La Poste Groupe's climate policy [E1-2]

La Poste Groupe is committed to the fight against climate change, and has a clear roadmap laid out in its climate policy, updated in 2024, which is based on three main pillars.

1. Measuring the carbon footprint of all the group's activities and value chain in a precise and relevant manner. This measurement is carried out in accordance with the GHG Protocol international standard.
2. Reducing GHG emissions throughout the value chain to help drive climate change mitigation.
3. Adapting to the consequences of global warming by assessing the risks and opportunities and preparing an adaptation plan for 2025-2030.

This policy creates a competitive advantage for La Poste Groupe, as its decarbonisation strategy, which covers all its activities, ensures that the group has real competitiveness and contributes to the implementation of France's transition plan to a low-carbon economy.

La Poste Groupe's commitment goes beyond this strategic alignment with the national low carbon strategy, and the climate policy presents all the practical initiatives being implemented as part of the group's transition plan to decarbonise its activities and value chain. These actions include energy efficiency and the transition to renewable energy. The policy also aims to define the group's objectives⁽³⁾ to help assess the effectiveness of the policy and its operational implementation.

Governance

Structured governance has been put in place to ensure the effective implementation of this policy. La Poste's Climate and Anti-Pollution Committee plays a central role in this system, defining, managing and monitoring climate strategies. It oversees the integration of regulatory expectations and best practice on climate change, while ensuring that the climate policy remains aligned with the group's overall strategic objectives.

Led by the Policies, Expertise and Programming unit of the group's Community Involvement Department, this committee brings together representatives of the various business lines and group functions (Finance, Human Resources, Risk, Insurance, Real Estate and Vehicle Management) on a quarterly basis to evaluate progress, discuss new challenges and adjust strategies as necessary.

The ESG Performance Steering Committee validates ESG initiatives and projects group-wide, ensuring that the actions undertaken are aligned with La Poste Groupe's overall sustainable development objectives. It ensures communication and coordination between the Climate and Anti-Pollution Committee and the Executive Committee, thereby facilitating the integration of ESG objectives into the group's strategic decisions.

(1) See "La Poste Groupe's climate policy [E1-2]".

(2) See Section 1.1.1.4, "Impact, risk and opportunity management".

(3) See "Reduce", "Commitment to its emissions reduction targets" and "Adapt", "Actions [E1-3] and targets [E1-4]".

SUSTAINABILITY STATEMENT

Environmental information

Note that the remuneration of the Chairman and CEO and the members of the Executive Committee is indexed to these commitments, confirming their responsibility with regard to the climate policy and its application⁽¹⁾.

Measure

La Poste Groupe sees measuring its carbon footprint as an essential lever for guiding and fine-tuning its climate strategy. Each year, the group performs a rigorous assessment of its greenhouse gas and air pollutant emissions, covering 100% of its consolidated subsidiaries and its entire value chain. This approach is based on methodologies aligned with the GHG Protocol international standard, allowing a detailed calculation of emissions based on the official definitions of Scopes 1, 2 and 3. Measuring La Poste Groupe's emissions exhaustively is essential for monitoring its decarbonisation transition. It means GHG emissions reports can be compared annually and per entity.

As part of its continuous improvement of its measurements, the group intends to extend both the reporting scope of its GHG emissions calculation by including all of its subsidiaries, and the functional scope, by ensuring that all sources of emissions are identified in accordance with the categories set out in the GHG Protocol⁽²⁾.

Reduce

Policy, actions and targets related to the transition of regional areas to a low carbon economy [E1-3]

La Poste Groupe aligns its climate policy, its GHG reduction pathways and its transition plan with France's National Low-Carbon Strategy, ushered in by the energy transition law for green growth, which is the country's roadmap for combating climate change.

Most of the group's decarbonisation actions and levers are aligned with the two main objectives of the national strategy:

- complete decarbonisation of energy production by 2050;
- significant reduction of energy consumption in all business sectors.

For the sectors covered by the National Low-Carbon Strategy, La Poste contributes to the transition to low-carbon transport thanks to:

- the deployment of one of the country's largest fleets of electric light commercial vehicles, which illustrates our contribution to France's objective of having "zero emission" models account for 100% of light commercial vehicles sold by 2040, as well as our commitment to support changes to all modes of transport;
- the shift of parcel and mail transport from air to road or rail, in order to contribute to France's commitment to shift to the most energy-efficient and low-emission modes of transport;
- the constant improvement of GHG emissions per parcel transported, demonstrating the group's contribution to the National Low-Carbon Strategy commitment to optimise vehicle use depending on the volume and weight of goods;
- the group's active policy in favour of bicycles, both for last-mile deliveries and for its employees' commutes, which contributes to France's commitment to an active travel policy.

With regard to low-carbon buildings, La Poste's strategy of systematically phasing out and replacing oil-fired boilers is consistent with the commitment to guide the real estate sector towards the use of 100% low-carbon energy. The incorporation of the most demanding environmental standards in new construction projects contributes to the National Low-Carbon Strategy's focus on increasing the energy and carbon performance of new buildings through future environmental regulations. The steady improvement in GHG emission intensity per square metre (data available from

La Poste Immobilier) illustrates the contribution made to the commitment to aim for better energy efficiency of buildings and installations.

Finally, La Poste Groupe's "Climate + Territory" programme, which is financing 25 low-carbon labelled carbon sequestration projects in France, is directly contributing to the third pillar of doubling the current capacity of natural and technological carbon sinks.

La Poste Groupe's actions are in line with those of its majority shareholder, Caisse des Dépôts, which has set itself a target of investing €100 billion in environmental transformation over the five years from 2024 to 2028.

Commitments on emissions reduction targets [E1-4]

La Poste Groupe, including all of its subsidiaries, is committed to following a strict carbon reduction pathway, in the aim of achieving net-zero emissions by 2040, with detailed action plans to reduce high-emission practices and encourage cleaner alternatives across all business sectors.

La Poste Groupe's GHG emissions reduction targets are science based. They are compatible with a 1.5°C pathway for Scopes 1 and 2 and with a well below 2°C pathway for the relevant Scope 3 categories.

The 2030 and 2040 targets of the group's GHG emissions reduction pathway were validated by the SBTi on 8 March 2024 in accordance with the SBTi Corporate Net Zero Standard science-based methodology:

- 2030: La Poste Groupe aims to reduce its GHG emissions by 43.6% for Scopes 1 and 2, and by 25% for Scope 3 (compared with the 2021 base year);
- net-zero emissions by 2040: the group aims to reduce its GHG emissions by 90% for all its postal activities by 2040 (compared with the 2021 base year).

The group has accordingly adopted targets and actions that can be measured and monitored. These actions and targets correspond to the following double materiality assessment impacts: GHG emissions generated by the company's own operations and subcontractors, emissions generated in the supply chain, emissions related to the use of services, participation in the transition of France/regions to a low-carbon economy. The inventory and target calculation work was a collaborative effort with all internal stakeholders (business lines, subsidiaries, support departments, etc.) and was shared with the Mission Committee and the Board of Directors.

Group target

In line with pillar 2 of the climate policy, which aims to reduce its GHG emissions, the group aims to reduce its emissions by 941,047 tCO₂eq. in absolute terms by 2030, on 82% of its footprint of 4,274,533 tCO₂eq. (2021 value serving as a baseline in the latest SBTi submission) on Scopes 1 and 2, and on the following Scope 3 categories: purchased services and goods, transportation and distribution subcontracting, fuel- and energy-related activities and employee commuting.

This target represents a reduction of between 3,490,158 and 2,437,735 tCO₂eq. in GHG emissions between 2021 and 2030. In 2023, the carbon footprint covered by the SBTi target was modified to 3,730,724 tCO₂eq. as a result of an improvement in the reporting process that allows the calculation of emissions for all services produced and purchased by the group. At the end of 2024, the footprint covered by the SBTi target was 3,639,539 tCO₂eq. Taking into account the 2023 restatement for category 3.4 Upstream transportation and distribution, the reduction was 175,023 tCO₂eq. compared with 2023 (-4.7%).

(1) See Section 1.1.1.2 "Structured governance of sustainability", paragraph "Integration of sustainability-related performance in incentive schemes".

(2) See tables presenting the metrics associated with these measures in Section 1.1.1.1 "Measurement of GHG emissions".

The organisational scope of this commitment includes all group entities under operational control, with the exception of CNP Assurances, DPD Laser, Pickup Service, Tipsa, Lenton, C Chez vous, DPD Romania, Jadlog, Speedy BG, Biocair, City Sprint and Asendia.

This commitment has only recently been validated, and there have been no changes to the targets or measurement methodology to date. Specific information relating to this certification is provided above. In the same way, this formalisation can be applied to the three Scope 1 and 2, and Scope 3 targets below.

Scopes 1 and 2 target

The group aims to reduce its Scopes 1 and 2 emissions in absolute terms by 221.1 ktCO₂eq. by 2030, on 97% of its 2021 base year footprint of 522.2 ktCO₂eq., in line with the pathway validated by the SBTi.

This target represents a 43.6% reduction in GHG emissions between 2021 and 2030. In 2023, the footprint was 375.5 ktCO₂eq., a 13% reduction since 2021. At the end of 2024, the level of achievement of this target for Scopes 1 and 2 was 131.7 ktCO₂eq., a 26% reduction compared with the 2021 baseline.

Scope 3 target

The group aims to reduce its Scope 3 emissions in absolute terms, excluding category 15, by 713,409 ktCO₂eq. by 2030, on 76% of its 2021 base year footprint of 3,752.3 ktCO₂eq., in line with the pathway validated by the SBTi.

This target represents a 25% reduction in GHG emissions between 2021 and 2030. In 2023, the carbon footprint covered by the SBTi target was modified to 3,421.3 ktCO₂eq. as a result of an improvement in the reporting process that allows the calculation of the emissions of all services produced and purchased by the group. At the end of 2024, the footprint covered by the SBTi Scope 3 target was 123,238 tCO₂eq., a 3.7% reduction compared with 2023.

Points for attention

The organisational nature of Scopes 1, 2 and 3 targets is consistent with that cited for the group target.

La Poste's GHG emission reduction targets are in line with its GHG Protocol inventory. Functionally, they cover 97% of Scopes 1 and 2. For Scope 3, they cover 75% of category 1 emissions (i.e., excluding Geopost), 98% of category 3 emissions (including 100% of biogenic emissions), 96% of category 4 emissions (excluding La Banque Postale) and 100% of category 7 emissions.

The 2021 baseline is considered to be representative of annual activity, as the increase in parcel activity in 2020 due to the global pandemic and the closure of many physical sales outlets favoured the rise of e-commerce, thereby establishing a new baseline for parcel volumes and revenues, which were relatively stable for the group between 2021 and 2024. There were no particularly polluting events or major acquisitions in 2024 causing a spike in the group's GHG emissions and in turn calling the 2021 baseline into question.

For banking activities, the commitment is subject to the implementation of the necessary actions by governments and companies.

For the group's insurance activities, CNP Assurances' commitment to net-zero emissions by 2050 has been validated by the Net-Zero Asset Owner Alliance (NZAOA).

La Poste Groupe's transition plan [EI-1]

To support its climate ambitions, La Poste Groupe formalised a transition plan in 2024. It is based on the identification and implementation of decarbonisation levers through a systemic approach adapted to each of its businesses.

It aims to ensure that the group's 2030 commitments are met, and is fine-tuned through the preparation of a carbon budget. The tool was validated by the Group Executive Committee on 16 April 2024, the Quality and Sustainability Development Committee on 31 May 2024 and the Board of Directors on 13 June 2024. Work on it began in the Geopost subsidiary in 2023, before being extended to the entire group with a reinforced component on the assessment of the associated financial resources and the comprehensiveness of the footprint.

La Poste has made the transition plan an operational tool for managing the achievement of its SBTi commitments by ensuring that the emission reduction targets are subject to regular and close monitoring each year via the carbon budget, which is an integral part of the management dialogue led jointly by the Sustainability Department and the Group Finance Department. The transition plan, which is implemented annually through the carbon budget, identifies all decarbonisation levers and assesses the emissions to be reduced each year by combining the financial resources (OpEx and CapEx) committed by all the activities involved in achieving the group's pathway to 2030. La Poste has aligned the transition plan with the company's overall strategy and financial planning, allowing it to project and manage its transition. La Poste plans to adopt metrics to monitor the progress of its transition plan and adjust its strategy accordingly.

In 2024, the group's transition plan was modelled for the categories subject to a 2030 SBTi target. It is based on the decarbonisation assumptions provided by Geopost, the Services-Mail-Parcels business line and La Poste Immobilier. More than 70% of the decarbonisation levers measured are modelled using quite granular assumptions and scenarios. Approximately 30% of the transition plan requires further detailed development in 2025, partly due to a GHG Protocol-compliant metric based on data that is not able to establish a clear correlation between GHG emission reductions and the levers outlined in this chapter. Note that methodological work on these categories started in 2025. The levers were subject to an anticipated reduction in GHG emissions, based on expert knowledge and studies from working groups published on the Ademe website⁽¹⁾.

Observations on the transition plan

Between 2023 and 2030, the various decarbonisation levers implemented by the group, taken together, are expected to reduce the group's emissions by 1,782.3 ktCO₂eq., of which 226.5 ktCO₂eq. on Scopes 1 and 2, and 1,572.1 ktCO₂eq. on Scope 3. Over this period, the growth in the volumes of logistics activities automatically generated an increase of 468.8 ktCO₂eq. in GHG emissions, which was offset by the group's actions. Taking these factors into account, the group's footprint in 2030 is estimated at 2,607 ktCO₂eq., which is consistent with the commitment made to the SBTi in absolute terms.

(1) French Environment and Energy Management Agency.

SUSTAINABILITY STATEMENT

Environmental information

In 2025, La Banque Postale reached a new milestone with the publication⁽¹⁾ of its transition plan covering its main entities (La Banque Postale, CNP Assurances, LBPAM and Louvre Banque Privée). The transition plan provides for projects in all the bank's businesses between 2025 and 2029. Annual budgeting work will make it possible to assess, at least in part, the extent to which the implementation of plan actions is dependent on the availability of resources (financial and human).

Decarbonisation levers, targets and associated actions and resources [E1-3] [E1-4]

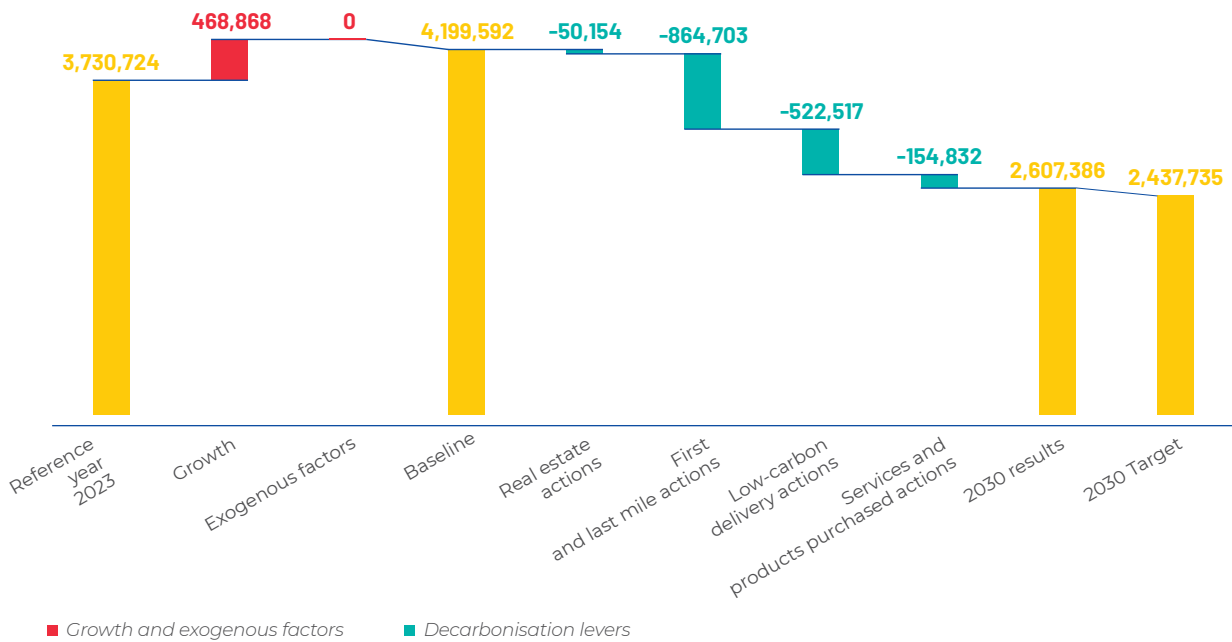
La Poste Groupe is implementing an ambitious decarbonisation strategy based on priority levers, each accompanied by targets, practical actions and dedicated resources. These levers will enable

the group to meet its climate commitments, in particular its SBTi targets, while taking into account the specific challenges of each business. The actions identified contribute to the impact of participating in the transition of France and its regions to a low-carbon economy by taking climate change into account in the strategic development of the group's activities.

La Poste Groupe has identified decarbonisation levers in four main areas to reduce its GHG emissions:

- first- and last-mile transport by electrifying its vehicle fleet;
- long-distance transport;
- Real Estate;
- purchases.

2023-2040 transition plan



The group's decarbonisation levers have been the subject of initial costing to 2030: the transition plan is estimated to cost between €1 billion and €1.5 billion, with savings through reduced costs and avoided costs forecast to 2030.

These key action levers are based on La Poste's ability to invest each year in an efficient electric fleet, an optimised delivery network using alternative solutions, and low-carbon and energy-efficient buildings. In addition, the group exerts significant influence on its transport partners, an activity that is largely subcontracted, by encouraging them to adopt alternative solutions.

To ensure a fair allocation of its financial resources, La Poste Groupe introduced its first carbon budget, complementing the financial budget, in 2024. This approach serves to ensure that investments are in line with the expenditure required to meet the reduction commitments. The carbon budget is a tool for tracking expenditure based on expected greenhouse gas reductions, providing a clear view of the change in carbon footprint resulting from the expenditure of the various entities. This tool is discussed during the multi-year financial reviews, allowing actions to be adjusted during the year to ensure that annual GHG reduction targets are met.

(1) The full transition plan will be published separately, and will be available on La Banque Postale's institutional website from spring 2025.

More specifically, in 2024, La Poste activated decarbonisation levers that will allow it to reduce its GHG emissions by 264 ktCO₂eq. within the framework of the validated SBTi pathway (i.e., most group entities, for the categories taken into account in the certification). Reductions by decarbonisation lever are shown below:

Decarbonisation levers	Operational KPI	CapEx (in € millions)	EBIT impact (in € millions)	GHG reduction between 2023 and 2024 (in tCO ₂ eq.)
First/last mile electrification	Number of additional electric vehicles	161	-25	-71,559
Decarbonised road forwarding kilometres	Additional % of low-carbon kilometres	1	-16	-36,150
Real estate	Improved energy efficiency, reduced building surface, renewable energy	14	N/A	-661
Purchased goods and services	Supplier pathways, reduced spending	N/A	N/A	-155,886

These levers will contribute to meeting the 2030 SBTi commitments.

First and last mile transport and long-distance transport

These actions correspond to IROs related to GHG emissions generated by the company's own operations and subcontractors, and emissions generated in the supply chain.

76% of the carbon footprint subject to a pathway relates to the Services Mail Parcels business line and Geopost. The main decarbonisation levers based on the SBTi methodology are in transport for both segments.

First- and last-mile transport

La Poste took delivery of its first electric vehicles in 2011 and has regularly increased the proportion of electric vehicles in its fleet since then. Projections for 2030 are:

- 82% electric delivery vehicles (vs 30% in 2021);
- 35,000 Vehiposte electric vehicles (vs 16,000 in 2021);
- 5,852 Vehiposte thermal vehicles (vs approximately 56,142 in 2021); and
- 70% electric company vehicles.

In the longer term (2040), La Poste plans to switch entirely to electric or soft mobility solutions to achieve net-zero emissions. In addition, the electricity used to charge its vehicles will come exclusively from low-carbon or renewable sources.

Geopost plans to make 85% of its deliveries low-emission by 2030 through the massive use of electric vehicles, cargo bikes and on-foot deliveries, in coordination with its transport partners.

Long-distance transport (forwarding)

For several years, La Poste has been optimising its logistics plans and increasing the efficiency of its transport network, notably by optimising parcel loads and identifying modal shift opportunities for international transport (from air to road or sea). Since 2022, La Poste has been introducing low-carbon energies for its road transport, such as biogas, biodiesel, HVO and electricity, with an overall target of 50% low-carbon kilometres by 2030. The 2030 targets for the Services-Mail-Parcels business line and Geopost are presented below. Hydrogen will also be explored as the sector matures. Geopost plans a significant shift to biofuels (mainly HVO and B100) by 2030, as well as a gradual increase in the use of electric trucks. The aim is to use alternative powertrains exclusively by 2040.

% linehaul km	Services-Mail-Parcels	Geopost
Biogas	35.5%	5-6%
Biofuel	13%	36%
Electric - hydrogen	1.5%	5-6%
Rail	<0.5%	3%
Total low-carbon	50%	50-52%

SUSTAINABILITY STATEMENT

Environmental information

Real Estate

Real estate represents 5% of the carbon footprint covered by the group's 2030 pathway. La Poste has therefore activated several levers to reduce its emissions (excluding Geopost):

- operation of owned buildings (25% of total emissions) with the aim of reducing emissions by 60% by 2030, breaking down as follows:
 - 40% from energy efficiency improvements: insulation of buildings, replacement of technical equipment, regulation, choice of less carbon-intensive energy sources and renewable energies,
 - 10% from energy sobriety: reduction of consumption by adopting set temperatures, implementing a sobriety plan and encouraging occupants to take action,
 - 10% from the reduction in surface area through optimisation measures;
- operation of leased premises (25% of total emissions) with the aim of reducing emissions by 60% by 2030 through:
 - coordination with landlords: introduction of green annexes in leases, compliance with the objectives of France's tertiary decree and the decree on Building Automation and Control Systems (BACS), etc.,
 - reduction of surface area: rationalisation of space requirements and integration of carbon criteria in decisions on the conclusion or termination of leases;
- construction and renovation (15% of total emissions) with the aim of reducing emissions by 25% by 2030 through:
 - use of low-carbon or recycled materials,
 - environmental certification and life cycle assessment (LCA) policy: carrying out LCAs to assess the carbon footprint of projects and introducing environmental certification.

The energy consumption reduction sequence overseen by Terseren runs from 2024 to 2030.

For Geopost's real estate, the target is a 43% reduction in GHG emissions between 2021 and 2030 using the following levers:

- increasing renewable and low-carbon power generation;
- optimising building floor space;
- promoting energy efficiency and sobriety.

Purchased goods and services

This action of the transition plan corresponds to the IRO "Greenhouse gas emissions generated in the supply chain (material extraction, equipment purchases, etc.)". It covers the La Poste Groupe with the exception of Geopost, i.e., the Services Mail-Parcels, Retail Customers & Digital Services and La Banque Postale business lines, and the support and cross-cutting functions.

15% of the footprint covered by a pathway relates to commitments to reduce emissions from part of our purchasing by 25% between 2021 and 2030, measured by category 1 of Scope 3. Since 2024, the group has been working to reduce part of the emissions within its value chain, measured in category 1. The following levers have been identified:

- collaborating with suppliers to reduce their carbon footprint and working with them on the actual carbon footprint of purchases. In 2024, the company initiated a dialogue with its 55 largest suppliers on their carbon footprint and their decarbonisation pathways;
- reducing the volume of purchases from 2025 onwards to limit future purchases to actual needs. This action is a response to the IRO "Increase in costs due to the group's climate policy and the integration of environmental criteria in the development of products and services".

Other decarbonisation levers

While the four main decarbonisation levers represent a significant part of La Poste Groupe's efforts, other areas also contribute to the reduction of greenhouse gas emissions. These levers will in turn play a role in achieving the climate targets set for 2030 and 2040.

4% of the footprint subject to a reduction pathway relates to employee commuting, with a target reduction of 25% by 2030. The decarbonisation levers identified are as follows:

- eco-driving training;
- public transport and sustainable mobility pass reimbursement;
- work-from-home agreements;
- carpooling solutions;
- extension of the flat-rate allowance to company vehicles;
- transfers to allow people to work closer to home.

Internal carbon pricing [E1-8]

Several significant and highly variable factors are involved in internal carbon pricing. They depend to a great extent on the different business sectors: transport, logistics, investment banking, retail banking, local services, digital services and real estate. Variation factors include clean energy prices, public policies, geopolitics, factors driving up the price of CO₂, access to new technologies, infrastructure deployment and optimisation of the most mature technologies (HVO and biogas).

For these reasons, La Poste Groupe has not implemented a single internal carbon price, as pricing is dependent on the business sector and a single price would not allow the transition plan to be managed effectively.

However, it selects projects financed by the Internal Carbon Fund based on an Internal Carbon Price (ICP). The methodology for determining the ICP is based on the total amount of expenditure (OpEx and CapEx) required for the project, divided by the volume of emissions avoided or sequestered by it. The aim is to give fresh impetus to the reduction of our CO₂ emissions, to help optimise the decarbonisation costs of sites, to create a dynamic among employees and to obtain strong support from management.

La Poste Groupe also incorporates the concept of implicit ICP into its decarbonisation strategy through its carbon budget.

Locked-in GHG emissions and carbon credits [E1-7]

Some key assets and products may generate potentially locked-in GHG emissions. La Poste has taken into account these potentially locked-in emissions in its projections and in setting its short- and long-term GHG emissions targets, without identifying any transition risk between now and 2030. Air transport is the group's main identified source of locked-in GHG emissions, although the group's strategy is to gradually withdraw from fossil fuels while respecting its commitments. Although the aviation sector expects to significantly reduce its emissions over the coming decades, actual outcomes remain uncertain in view of the technologies currently available to achieve that goal. Given that the energy transition in the aviation sector will only be achieved in the medium to long term, the La Poste Groupe is committed to reducing the annual air kilometres of the Services-Mail-Parcels business line, gradually introducing sustainable aviation fuel (SAF) and selecting service providers committed to decarbonisation as levers for action.

La Poste Groupe has chosen not to offset its residual emissions in 2024, preferring to work on reducing its impact directly. While it does not currently have a system in place to remove and store its residual emissions, it is working to define a strategy to store its residual emissions as part of its net-zero emissions target by 2040.

Adapt

Identification of risks and opportunities [SBM-3]

La Poste Groupe considers that its objective of reducing GHG emissions must go hand in hand with an objective to adapt the group to climate change. As climate phenomena intensify, businesses and society at large are increasingly vulnerable to the risks posed by these changes.

Climate change is exacerbating the risk factors relating to temperature, the water cycle, extreme weather events and soil integrity. These risk factors can entail impacts on capital assets and people both inside and outside La Poste Groupe.

On the strength of the IROs identified by the double materiality assessment, and to gain an understanding of the influence of the climate on its own operations and that of its own operations on the climate, La Poste Groupe updated its risk analysis in 2024, deepening its previous analysis from 2020.

This analysis focused on the specific activities of each business unit (BU) and group entity, and on the most material segments of the value chain:

- downstream transport chain (integration of subcontractors) by taking into account the risk of service interruption of directly operated and subcontracted transport on the main roads in Europe used for our transport activities; the high density of the road network and the implementation of business continuity plans (BCP) make it possible to limit the impacts on transport and logistics activities;

- upstream supply chain by the:
 - identification of suppliers with a view to managing material and equipment supply risk,
 - rational management of equipment needs to protect the company from the risk of shortages.

For its risk analysis, La Poste Groupe used IPCC climate change scenarios for two different time horizons (2030 and 2050) to assess physical and transition risks:

- RCP 8.5 (IPCC name), a climate scenario corresponding to global warming of 4°C in 2100, reflecting limited action to combat climate change and more pronounced physical impacts;
- Network for Greening the Financial System (NGFS) Current Policies scenario, with warming above 3°C;
- RCP 2.6 (IPCC name), also known as Net Zero 2050 in line with the Paris Agreement objective, corresponding to global warming of 1.5°C in 2100, enriched with the socio-economic, regulatory and technological parameters of the NGFS Net Zero 2050 scenario, which assumes mitigation measures leading to transition-related constraints.

The choice of climate scenarios was motivated by regulatory requirements and the Carbon Disclosure Project (CDP) rating prerequisites.

The time horizons selected for this analysis are 2030 and 2050. They are based on available climate data (IPCC reports) and apply the methodology defined by the TCFD⁽¹⁾, to which La Poste adheres. They also meet the expectations of the European Green Taxonomy and are similar to the time horizons of the GHG emission reduction targets (reported under disclosure requirement E1-4).

This analysis has enabled La Poste Groupe to identify its major criticality risks related to climate change in the following scenarios.

Climate scenario +1.5°C Net Zero 2050 RCP 2.6 Transition risks	Climate scenario, warming +3°C, NGFS Current Policies, Transition risks	Climate scenario +4°C RCP 8.5 Physical risks
Changing consumer habits	Building operating costs linked to energy prices	Damage to property and productive assets due to extreme weather events
Cost of complying with building energy performance regulations	Limited supply of materials and equipment necessary for the transition	Cost or diminished insurability of assets and businesses due to extreme weather events
Carbon pricing	Labour shortage in logistics jobs	Interruption of service or loss of business due to extreme weather events
Transport costs linked to energy prices		Impact of rising temperatures on employees' health, safety and living conditions
Building operating costs linked to energy prices		Reduced customer solvency due to weather events
Reputational and litigation risk related to failure to meet environmental commitments		Losses related to an increase in weather-related claims and/or reinsurance costs for insurance activities

The risks identified are based on IPCC and NGFS scenarios constructed using integrated assessment models (IAM). These models are based on quantitative assumptions relating to population, urbanisation and GDP, as well as qualitative assumptions. We

have modelled these qualitative assumptions around our business to include climate change, changes in local services and e-commerce, recycling efficiency, insurance needs, and energy and raw material use.

(1) See definition in the glossary at the end of this Universal Registration Document.

SUSTAINABILITY STATEMENT

Environmental information

The physical component of the chosen narratives is based on the selection of two warming levels: a 1.5°C warming scenario in 2100, resulting in low to moderate levels of physical impacts from climate change (RCP 2.6), and a 4°C warming scenario in 2100 compared with the 1986-2005 period, with extreme impacts from physical hazards (RCP 8.5).

The socio-economic component of the chosen narratives is based on the selection of two types of transition: a failed transition with the application of a Current Policies scenario and a successful transition limiting warming to 1.5°C with the achievement of net-zero emissions from 2050.

The results obtained for each of the scenarios selected by La Poste Groupe are as follows:

- RCP 8.5 climate scenario: the group has identified three physical risks with a gross criticality level of 4/4 (defined by crossing the likelihood of the risk with its impact);
- RCP 2.6 climate scenario (Net Zero 2050): the group has identified six transition risks with a gross criticality level of 4/4 (same definition as above).

Note that the gross risk rating does not take into account ongoing or planned mitigation actions.

The analysis of climate risks made it possible to identify vulnerabilities to climate change in La Poste Groupe's production system throughout its value chain. The various climate and environmental matters and risks are integrated into the group's business model and strategic plan, including a transition plan and short-, medium- and long-term remediation plans to address risks related to climate change. These plans take the form of policies and actions such as:

- the ongoing development of the group's portfolio of products and services to meet changing market and consumer expectations. The group works to adapt its offers to market trends and to take into account the new economic and geopolitical environment. It also implements business continuity plans to ensure its customers' access to its offers and services in the event of crises or major incidents affecting its activities and its stakeholders (unavailability of sites, staff, etc.);
- support for skills development and workforce retraining in the context of the ecological transition. In today's unsettled environment, shaped by major digital, environmental, and demographic transitions and changes in regional frameworks, building the agility and mobility of the group's employees is a key component of its career management and talent development policy. La Poste Groupe anticipates the consequences of changes in its businesses to ensure the availability of the skills necessary for its development, and adopts a forward-looking approach to human resources, which it updates annually;
- the integration of these risks into the group's financing strategy and the management of its assets. The group has already implemented several financial measures aligned with its climate commitments. The issuance of a green bond in 2018 and a sustainable bond in 2023 raised funds to support projects with a high environmental impact. In 2024, a syndicated loan indexing part of its credit access rate to the group's ability to reduce its GHG emissions strengthened its financing capacities. This loan complements a first bilateral facility with La Banque Postale, signed in 2023, which includes specific GHG reduction criteria. These financial instruments play a key role in mitigating the risks identified and ensuring the investments necessary for the group's adaptation to climate challenges.

In the coming years, this prospective analysis will be enriched by an assessment of the gross financial impact, the net financial impact and investments in mitigation actions such as the decarbonisation of the vehicle fleet and the energy conversion of assets.

Financial effects [E1-9]

Analysis of the Net Zero climate scenario allowed the company to assess the materiality of the climate-related risks and the scale of the opportunities that would allow it to benefit from the prospects of the transition to a low-carbon society. La Poste Groupe has conducted an initial assessment of the financial impact in the medium term (2030) and long term (2050). Its transition plan reduces the risk of the Net Zero climate scenario and increases its opportunities.

For the 4°C warming scenario, La Poste Groupe carried out an initial exposure analysis for the RCP 8.5 scenario in 2030 for four extreme climatic hazards – storms, floods, landslides, fire – on 10,933 owned and leased assets, based on several studies conducted between 2023 and 2024. Based on the results obtained in 2024, it is estimated that 392 assets, or 3.6% of the total, will be highly exposed to material physical risk in 2030. The breakdown of highly exposed sites is as follows:

- 334 sites in France;
- 53 sites in the EU (excluding France);
- 3 sites in the Americas; and
- 2 sites in Asia.

Additional analysis was carried out on all Geopost sites, i.e., 2,379 assets.

44 La Poste Immobilier sites underwent a specific resilience audit (representing 17% of highly exposed sites). This led to the definition of a specific adaptation plan for each site and the scheduling of works.

The assessment of the associated anticipated financial effects will complete this risk analysis in the coming years, covering the 392 assets highly exposed to material physical risk. The calculation method will be based on:

- physical climate projections from the IPCC scenarios (data from the Sixth Assessment Report);
- modelling of damage to assets (with a percentage of damage per asset);
- assumptions based on the scientific literature.

The financial effects will be assessed for 2030 and 2050. The limits of the results relate to the prospective nature and the uncertainty inherent in climate scenarios.

Activities with material transition risk are high climate impact sectors due to their weight in La Poste Groupe's GHG emissions and revenue (€27,055 million).

Actions [E1-3] and targets [E1-4]

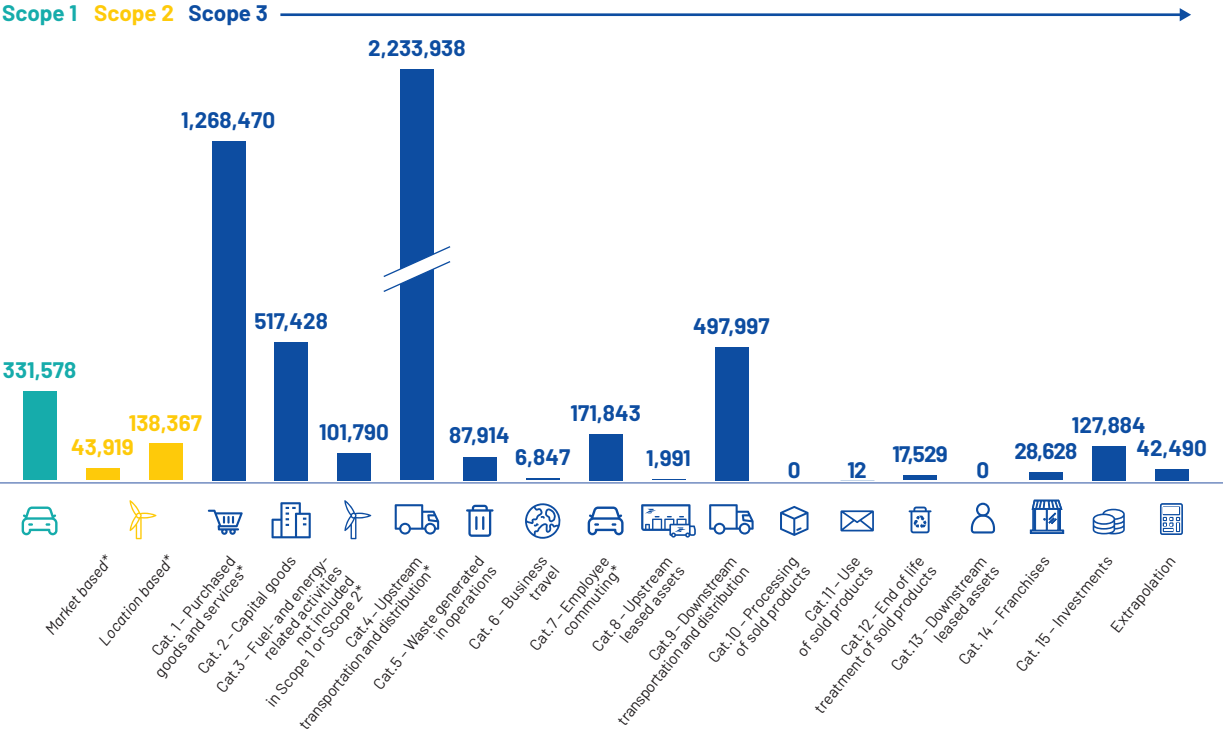
La Poste Groupe is in the process of defining adaptation measures to global warming and setting the corresponding targets. Some are currently being tested, including cooling vests, anti-perspirant T-shirts, shading nets over loading and unloading docks, adiabatic cooling and insulation in swap body containers. The group has not set measurable targets at this stage. This will be done in 2025. In November 2024, the Executive Committee mandated the group to develop a comprehensive climate change adaptation plan in 2025.

GHG emissions metrics

Measurement of GHG emissions

Gross Scopes 1, 2, 3 and total GHG emissions [E1-6]

To allow it to verify the achievement of its targets, La Poste Groupe measures, in accordance with the first pillar of its climate policy, the GHG emissions relating to its activities across its entire value chain.



SUSTAINABILITY STATEMENT

Environmental information

Year	2022	2023	2024
[E1-6.01] Total GHG emissions (in tCO₂eq.)^(a)	2,392,988	5,708,785	5,480,257
Scope 1^(b)	432,360	387,205	331,578
Scope 2 market based^(b)	49,908	37,681	43,919
Scope 2 location based	123,210.51	123,223.60	138,480
Scope 3: of which:	1,910,720	5,283,900	5,104,760
Cat. 1 - Products and services purchased ^(b)	N/A	1,474,661	1,268,470
Cat. 2 - Capital goods	N/A	504,891	517,428
Cat. 3 - Activities related to energy consumption not included in Scopes 1 and 2 ^(b)	N/A	107,737	101,790
Cat. 4 - Upstream transportation and distribution ^(b)	1,789,254	2,288,163 ^(c)	2,233,938
Cat. 5 - Waste generated during operations	N/A	71,975	87,914
Cat. 6 - Business travel	10,224	9,290	6,847
Cat. 7 - Commuting ^(b)	N/A	162,860	171,843
Cat. 8 - Upstream leased assets	2,853	5,240	1,991
Cat. 9 - Downstream transportation and distribution	N/A	446,636	497,997
Cat. 10 - Processing of sold products	N/A	N/A	N/A
Cat. 11 - Use of sold products	N/A	43	12
Cat. 12 - End of life treatment of sold products	N/A	13,115	17,529
Cat. 13 - Downstream leased assets	N/A	N/A	N/A
Cat. 14 - Franchises	N/A	27,863	28,628
Cat. 15 - Investments	N/A	116,953	127,884
Extrapolation	108,390	54,474	42,490
[E1-6.02] Scopes 1, 2, 3 and Total GHG emissions	2,392,988	5,708,785	5,480,257
[E1-6.18] Percentage of contractual instruments, Scope 2 GHG emissions	89.5	89.5	89.3
[E1-6.21] Percentage of contractual instruments for the sale and purchase of energy with attribute certificates in relation to Scope 2 GHG emissions	89.5	90	89
[E1-6.22] Percentage of contractual instruments for the sale and purchase of unbundled energy with attribute certificates in relation to Scope 2 GHG emissions	0	0	0
[E1-6.25] Percentage of Scope 3 GHG emissions calculated using primary data	94	50	53

(a) o/w Geopost: 2,893,182 tCO₂eq.

(b) Within the group scope of SBTi categories, GHG emissions decreased by 6.8% between 2023 and 2024.

(c) Restatement of category 4 (upstream transportation and distribution) in 2024.

La Banque Postale's financed emissions totalled 62,597,706 tCO₂eq in 2024.

Methodological details

Scope 1 includes emissions related to the consumption of gas, heating oil and propane by the group's buildings, as well as diesel, petrol, LPG, CNG, LNG, HVO, B100 and ethanol emissions from the group's vehicles.

With regard to the measurement of fugitive emissions, initial analyses carried out at Geopost and La Poste Immobilier show that these emissions are not material in relation to the group's total Scope 1 footprint. Further work will be conducted within the group in 2025.

Scope 2 emissions come from the group's consumption of electricity, electricity from renewable sources and district heating.

In accordance with the GHG Protocol, the group measures the 15 Scope 3 categories with the exception of two categories that it considers not applicable to its activities:

- category 3.10 "Processing of sold products" as defined by the GHG Protocol (sale of goods or materials used in the production of a finished product): the group does not sell intermediate products in its activities or its revenue generation model. This category is therefore considered "not applicable" for the group;
- category 3.13 "Downstream leased assets", i.e., company assets leased to third parties, as defined by the GHG Protocol: these are only operational assets, the group does not have an activity involving the leasing of buildings to third parties. Investment properties, which are considered to be income-generating assets, are reported in category 15.

Biogenic CO₂ emissions from the combustion or biodegradation of biomass occurring in the value chain are not available as La Poste Groupe is not in a position to quantify them for 2024. In a drive to increase its knowledge of its footprint, the group carries out investigations every year.

Scope 3 emissions measurement methods require the use of assumptions, allocation keys, extrapolations or monetary factors to make up for the absence of actual and operational data. While this method is accepted by the GHG Protocol, it is less reliable than using actual data. The group plans to continue work to improve the methodology in the coming years in order to increase the reliability of Scope 3 emissions. As regards:

- **category 1 "Purchased goods and services"**: emissions related to purchases of goods and services are emissions not included in the 14 other Scope 3 categories. Calculations are based on expenses identified at Group level in the consolidated financial statements. These expenses are expressed in euros, adjusted for change in their price to reflect the non-discounting of the effects of inflation (impact on price but not emissions, around 16% between 2018 and 2024) in the publication of monetary factors. These expenses are then grouped together by purchase category so that they can be converted into tCO₂eq., applying average sector emission factors from the Ademe database, which have not changed since 2018;
 - **category 2 "Capital goods"**: primary data comes from consolidated data recorded in group level accounting. These values reflect the gross purchase value of the goods used in euros, adjusted for change in their price to reflect the non-discounting of the effects of inflation (impact on price but not emissions, around 16% between 2018 and 2024) in the publication of monetary factors. As for category 1, these values are then grouped together in purchasing categories before being converted into tCO₂eq., applying the corresponding Ademe emission factor. These factors have not changed since 2018 and are available on the Ademe website.
- For these first two categories, the medium-term objective is to define emission factors specific to the group's purchasing categories resulting from dialogue with its suppliers. In the long term, the aim is to use non-monetary primary data (material, weight, volume, distance, etc.) in a material accounting approach combined with financial accounting;
- **category 5 "Waste generated in operations"**: primary waste data comes from both actual data collected for part of the group's scope and an estimate calculated for the remainder. The associated GHG emissions are calculated on the basis of a distribution key by type of waste collected in 2023 for the estimated primary data, and on the basis of actual waste collected for part of the scope;
 - **category 7 "Employee commuting"**: the primary data comes from social reporting and corresponds to the number of employees present within the group on 31 December of the reporting year, to which an average Insee emission factor is applied. La Banque Postale entities, for which a more detailed study can identify the home-to-work distances of employees and their modes of transport, enabling more relevant emission factors to be applied, are not included;

- **category 9 "Downstream transportation and distribution"**: these emissions represent the journeys made by customers when visiting post offices, or relay or Pickup points. Emissions are calculated based on the number of parcels collected at relay points (Services-Mail-Parcels business line and Geopost) and the number of customers per day at post offices (Retail Customers & Digital Services);
- **category 15 "Investments"**: this is estimated based on the revenue of the group's three largest equity-accounted entities (Aramex, Arial CNP Assurances and Holding d'Infrastructures Gazières), which represent more than 80% of investment securities, followed by the application of a GHG emissions ratio calculated as follows: (Scope 1 + Scope 2 + categories 1 to 14 of Scope 3)/group revenue, multiplied by the revenue of those three entities⁽¹⁾. The calculation of emissions in this category does not include emissions from La Banque Postale's investment and financing portfolios;
- **extrapolations**: an estimate of GHG emissions for fully consolidated entities not yet included in the reporting. This extrapolation is based on a ratio: emissions in kgCO₂eq. (Scopes 1 and 2, and categories 4, 6 and 8 of Scope 3) per thousand euros of revenue. By convention, extrapolated data is allocated to Scope 3 in the group's emissions table.

The other Scope 3 categories are measured by collecting actual or operational data from the group's entities, subcontractors and suppliers, such as:

- **category 3 "Fuel- and energy-related activities not included in Scope 1 or Scope 2"**: these emissions are those resulting from the production and transport of energy consumed by the group. They are calculated by applying the upstream phase of the emission factors to the group's energy, fuel and petrol consumption;
- **category 4 "Upstream transportation and distribution"**: these emissions are measured by collecting data from the group's subcontractors on fuel consumption, kilometres travelled and tonnes per kilometre transported necessary to provide the transport service. This applies to subcontracted road, air, rail and sea transport;
- **category 6 "Business travel"**: these emissions are measured by collecting travel data from travel agencies or group entities. The data covers the kilometres travelled by employees during business trips in France and abroad, by train, plane or car;
- **category 8 "Upstream leased assets"**: these emissions reflect the energy consumption of buildings for which the energy supply is included in the rent paid, or temporary sites used during peak periods;
- **category 11 "Use of sold products"**: these emissions reflect connection time on the group's websites and applications;
- **category 12 "End-of-life treatment of products sold"**: these emissions are measured by collecting the weight of materials used in the manufacture of packaging sold in post offices.

La Poste Groupe is committed to improving its understanding of its carbon footprint and is carrying out studies to improve this measurement and ensure that its targets are met. Details of the improvements and measures taken are therefore communicated annually to ensure the achievement of the targets set. Prior years are presented on the same scope to ensure comparability.

(1) See 2024 URD Note 20 to the consolidated financial statements, "Equity-accounted companies".

SUSTAINABILITY STATEMENT

Environmental information

	2023	2024
[E1-6_30] GHG emissions intensity, location-based (total GHG emissions per net revenue ^(a))	215.5	206.1
[E1-6_31] GHG emissions intensity, market-based (total GHG emissions per net revenue)	212.3	202.6
[E1-6_34] Net revenue ^(a) used to calculate GHG emissions intensity	26,888	27,055

(a) Net revenue is compared with the revenue reported in Note 6 to the consolidated financial statements "Segment information".

Net revenue from energy-intensive activities is calculated as follows: consolidated group revenue (€34.6 billion) less the NBI of La Banque Postale (€7.6 billion), i.e., €27.1 billion.

▼ ENERGY CONSUMPTION AND MIX [E1-5]

	Unit	2022	2023	2024
[E1-5_01] Total energy consumption related to own operations	MWh	2,781,216	2,437,707	2,650,543
[E1-5_02] Total energy consumption from fossil sources	MWh	2,040,927	1,739,308	1,550,573
[E1-5_05] Total energy consumption from renewable sources	MWh	740,289	698,399	1,099,969
[E1-5_06] Fuel consumption from renewable sources	MWh	189	133	382,227
[E1-5_07] Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	740,100	698,265	717,742
[E1-5_08] Consumption of self-generated non-fuel renewable energy	MWh	1,271	1,699	2,065
[E1-5_09] Share of renewable sources in total energy consumption (in %)	%	27%	29%	41%
[E1-5_11] Fuel consumption from crude oil and petroleum products	MWh	1,355,935	1,189,730	1,056,376
[E1-5_12] Fuel consumption from natural gas	MWh	544,667	419,101	373,077
[E1-5_13] Fuel consumption from other fossil sources	MWh	0	0	0
[E1-5_14] Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	MWh	140,325	130,476	121,120
[E1-5_15] Share of fossil sources in total energy consumption	%	73%	71%	59%
[E1-5_16] Non-renewable energy production	MWh	0	0	0
[E1-5_17] Renewable energy production	MWh	16,641	16,075	20,149
[E1-5_18] Energy intensity associated with activities in high climate impact sectors (total energy consumption per million euros of industrial revenue)	MWh/€m revenue	N/A	90.7	98
[E1-5_19] Total energy consumption of operations in high climate impact sectors	MWh	2,781,216	2,437,707	2,650,543

Methodological details on energy intensity

High climate impact sectors for La Poste Groupe, listed in sections A to H and section L of the Statistical Classification of Economic Activities in the European Community (NACE) within the meaning of European Commission Delegated Regulation (EU) 2022/1288, are transport, storage and real estate.

1.1.2.2 Group communication on its climate actions

La Poste Groupe's climate actions are opportunities to strengthen its competitiveness. The group conducts targeted communications with several stakeholders:

Customers

The group's customers entrust it with the forwarding and delivery of parcels. It communicates carbon emissions per parcel to its customers, who wish to have a detailed understanding of the ecological impact of delivery. The group has accordingly developed an ecological score, an innovation accessible on the La Poste e-commerce site and which allows individuals and small businesses to calculate and reduce the environmental impact of sending and receiving mail and parcels. La Poste's creation of the Ecological Score reflects the expectations of French people: it transparently discloses the environmental impact of its delivery operations and the consumption choices of its customers.

Investors

As part of its reporting obligations, following the issuance of a sustainable bond in September 2022, La Poste issued a €1.2 billion dual tranche to finance projects related to clean transport,

renewable and low-carbon energy, low-carbon buildings, energy efficiency and the circular economy. €500 million has been allocated in the form of green bonds. Investments increased significantly in the second half of 2023 and the first half of 2024, amounting to €183 million, including the green tax bonus, mainly for electric light vehicles for last-mile distribution. Vehiposte, La Poste's fleet management subsidiary, purchased 15,648 electric vehicles between 2021 and the first half of 2024. La Poste Immobilier has committed €66 million to ambitious commercial real estate programmes, of which €60 million financed by the sustainable bond.

Rating agencies

The group participates annually in the CDP non-financial rating process, both on its own behalf and on behalf of customers at their request. In 2024, La Poste Groupe and La Banque Postale joined the A list of leaders. The goal, included in the roadmap of the Chairman and CEO, is for the La Poste Groupe to remain in the A list each year.

1.1.2.3 Pollution | E2



In accordance with the results of the double materiality assessment, this section only covers the impact of La Poste Groupe's transport and logistics activities⁽¹⁾. Through the mail and parcel transport and distribution activities of its Geopost and Services-Mail-Parcels business lines, the group has an impact in terms of air pollution, notably through emissions of pollutants related to first- or last-mile road transport and long-distance transport (forwarding): particulate matter, nitrogen oxides and carbon monoxide from its vehicles or those of its subcontractors. La Poste Groupe is committed to the environment and to addressing the challenge of improving air quality.

The group does not generate or use microplastics, and is not concerned by emissions of very high concern, nor does it emit substances of very high concern.

Policies related to pollution [E2-I; E2-MDR-P]

The group's pollution policy commits it to measuring annually its emissions of local air pollutants (carbon monoxide – CO, nitrogen oxides – NO_x and particulate matter – PM) from road transport and to reducing its emissions by setting targets for 2030.

The group's proactive pollution policy, which predates the CSRD⁽²⁾, is in line with the European Commission's Zero Pollution by 2050 commitment, which will be implemented by the various countries concerned, including France, in the coming years.

The group's pollution policy is associated with its climate policy because of the shared levers in the transport sector. It describes the general objectives and the material impacts, risks and opportunities to which it relates, and addresses the challenges of:

- measuring the group's footprint;
- reducing the group's footprint;
- collaborating with stakeholders and external partners.

This policy applies to directly operated and subcontracted road transport activities (first/last mile and long distance) in France and internationally, and concerns subsidiaries within the group's scope of financial consolidation. It aims to reduce the group's local air pollution footprint from road transport and contribute to improving air quality, particularly in urban areas.

Responsibility for validating the group's pollution policy lies with the Board of Directors, and more specifically with its Quality and Sustainable Development Committee (QSDC). Its implementation is the responsibility of the group's Chairman through the Executive Committee.

To structure and reinforce its policy, the group implements standards and initiatives that ensure and reinforce the implementation of its pollution policy, such as the COPERT and HBEFA⁽³⁾ measurement methodologies and the Euro vehicle emission reduction standards.

La Poste Groupe takes the interests of its main stakeholders into account when drawing up its pollution policy, notably by including pollution experts such as AirParif in its design. From 2022 to 2024, its partnership with AirParif has led to the sharing of expertise and the co-construction of training taken by more than 60 people from La Poste's key transport departments in 2023 and 2024. La Poste Groupe has other partners, such as WWF and the French League for the Protection of Birds (LPO), and engages with them to ensure that their interests are taken into account in the development of its policy to combat air pollution. The draft policy revised in 2024 was sent to and shared with several non-profit organisations, including WWF, La Fabrique Ecologique and Familles Rurales.

La Poste is transparent about its pollution policy and makes it available to all stakeholders on its website.

(1) See Section 1.1.1.4 "Management of impacts, risks and opportunities" for information on the identification and assessment of material impacts, risks and opportunities related to the E2 Pollution standard.

(2) See definition in the glossary at the end of this Universal Registration Document.

(3) The COmputer Program to calculate Emissions from Road Transport (COPERT) and the HandBook of Emission Factors for Road Transport (HBEFA) methodologies can be used to calculate pollutant emissions from road transport.

**Actions and resources related to pollution
[E2-2; E2-MDR-A]**

The group considers that its hierarchy of pollution reduction measures must be seen in the light of measures to reduce local emissions of air pollutants within the scope of its directly operated and subcontracted road transport. The group's actions to limit and reduce its local emissions of air pollutants extend to subcontracted road transport (first/last mile and long distance). For the Services-Mail-Parcels business line, minimum requirements for vehicles based on the Euro standard are set during consultations on purchasing and subcontracting.

The key actions to reduce the pollution-related impact for each of the relevant business lines/activities are as follows.

Services-Mail-Parcels business line

Electrification of the first- and last-mile fleet

La Poste has embarked on a plan to electrify its first- and last-mile delivery vehicles. The aim is for all vehicles to be electric by 2040 so as to reduce air pollutants generated by the vehicle fleet.

This measure applies to all vehicles in the fleet owned or operated by the Services-Mail-Parcels business line. The associated target is 100% electric vehicles in 2040 for the Services-Mail-Parcels business line, with an intermediate target of 80% in 2030. Between 2020 and 2023⁽¹⁾, emissions of the four controlled air pollutants related to the vehicle fleet were reduced by:

- CO: -28%;
- NO_x: -19%;
- PM2.5: -9%;
- PM10: -46%.

The purchase of 5,732 electric vehicles by Vehiposte in 2024 represents CapEx of €157 million (borne by Vehiposte).

Long-distance transport (forwarding)

La Poste uses low-carbon energy with low emissions of air pollutants. La Poste is committed to decarbonising its long- and medium-distance transport by using alternatives to fossil fuels, particularly biogas and electricity, which also reduce air pollutants. The aim is for 80% of road transport distances to be covered by low-carbon energy (biogas, biofuels, hydrogen and electricity) by 2040, with an intermediate target of 50% of distances covered by low-carbon energy by 2030. The objective of this action is to reduce air pollutant emissions from subcontracted road transport. The scope of application covers all the group's road transport routes. The action concerns both the internal heavy goods vehicle fleet and road transport service providers.

In addition, the Services-Mail-Parcels business line includes air quality criteria in the selection of its transport suppliers. Except for low-emission zones (LEZs), unless otherwise provided, no supplier can be selected unless its trucks comply with at least the Euro 6 standard on the national network and Euro 5 on the regional network. The Euro 4 standard is tolerated in exceptional cases but represents only a statistically marginal share of the kilometres travelled (less than 1%).

Geopost

Electrification of the first- and last-mile fleet

This action avoids pollution from thermal vehicles (diesel), which is mainly related to fuel combustion. The aim is to shift 100% of our deliveries to low-carbon solutions by 2035, including electric vans, cargo bikes and delivery on foot.

Emissions targets for 2030 (compared with 2020) are as follows:

- CO: reduction of 3%;
- NO_x: reduction of 94%;
- PM10: increase limited to 44%.

For the vehicle fleet, the target is for 100% of vehicles to be electric by 2035, with an interim target of 85% by 2030.

The action covers the entire first- and last-mile fleets of the 20 European subsidiaries covered by Geopost's SBTi⁽²⁾ commitment, and concerns both Geopost's own vehicles and those of its transport subcontractors.

In 2023, approximately 12% of the fleet of first- and last-mile vehicles was comprised of alternative vehicles, i.e., electric vans, cargo bikes and, to a lesser extent, biogas vans.

Dedicated financial resources (CapEx and OpEx) are specifically earmarked for investments related to decarbonisation actions (which also reduce pollutant emissions), and are discussed annually.

Long-distance transport (forwarding)

The group's objective is to convert its transport fleet to alternative solutions. This action avoids pollution from thermal vehicles (diesel), which is mainly related to fuel combustion. In line with the "Reduce" pillar of the Climate & Pollution Policy, the objective is to switch to alternative technologies such as electric, hydrogen, biogas and biofuel trucks, and to transfer more parcels to rail and inland waterways by 2040.

The objective is to use only alternative technologies for transport and forwarding, such as electric, hydrogen, biogas and biofuel trucks, and to shift more parcels to rail and inland waterways by 2040. 100% alternative vehicles by 2040, with an intermediate target of 50% by 2030.

In terms of emissions, the 2030 target is:

- reduction compared with 2020:
 - CO: -47%,
 - NO_x: -74%;
- increase in PM10 limited to 18% compared with 2020.

The action covers the entire transport fleet of the 20 European subsidiaries covered by Geopost's SBTi commitment, and concerns both Geopost's own vehicles and those of its transport subcontractors.

In 2023, 15% of distances travelled were with alternative or low-carbon powertrains.

Dedicated financial resources (CapEx and OpEx) are specifically earmarked for investments related to decarbonisation actions⁽³⁾ (which also reduce pollutant emissions), and are discussed annually, i.e., €15,160,000 in recurring OpEx and €1,213,000 in recurring CapEx, and €22,231,000 in short-term OpEx and €1,675,000 in short-term CapEx.

(1) No estimate has been made for 2024 due to the large number of parameters required for measurement and the complexity of the models used.

(2) See definition in the glossary at the end of this Universal Registration Document.

(3) See Section 1.1.2.1 "Climate change", for more details on the elements of the transition plan for climate change mitigation.

Targets and metrics related to pollution [E2-3; E2-4; E2-5]

The group’s targets include the prevention and control of local air pollutants (CO, NO_x and particulate matter), particularly in urban areas as part of its urban logistics business.

The group’s baseline air pollutant values are:

	2030 targets			2023 data (in tonnes)			2020 baseline (in tonnes)			Change 2023 vs 2020 (%)		
	NO _x	CO	PM10	NO _x	CO	PM10	NO _x	CO	PM10	NO _x	CO	PM10
Geopost	-87%	-40%	Cap the increase in PM10 emissions at 310 tonnes/year	1,603	345	199	2,667	498	234	-40%	-31%	-15%
Services-Mail-Parcels	-73%	-16%	Cap the increase in PM10 emissions at 40 tonnes/year	694	80	60	861	111	57	-19%	-28%	+5%
TOTAL	-83%	-37%	LESS THAN 350 TONNES/YEAR	2,297	425	229	3,528	609	291	-35%	-30%	-11%

Considering that the thermal combustion of vehicles reduces emissions of carbon dioxide, nitrogen oxides and carbon monoxide equally, the emissions of NO_x and CO in 2024 are calculated as a first estimate based on the 2023 values and using the reduction factor for greenhouse gas emissions⁽¹⁾. NO_x and CO emissions in 2024 are accordingly estimated at 2,205 tonnes and 408 tonnes respectively. For particulate matter, whose physico-chemical phenomena are more complex, a first estimate is to take the same value as in 2023, i.e., 259 tonnes of PM10. Precise values based on the COPERT and HBEFA methodologies will be available at the end of the first half.

Services-Mail-Parcels business line

These metrics are monitored during the Services-Mail-Parcels business line’s annual reporting, and an analysis of change is performed at the end of the reporting campaign based on the qualitative data reported: changes in powertrains (diesel/petrol/electric), Euro standards and kilometres travelled.

The trend for air pollutant emission metrics shows that PM2.5 emissions are under control, as expected (28 tonnes emitted in 2023, against a target of 30 tonnes for 2030). The reduction trend for NO_x is slightly above what was expected for 2023: 694 tonnes of NO_x achieved, against a target of 653 tonnes. This is mainly due to a delay in the delivery of new electric vehicles compared with the original 2023 schedule.

The overall trend is positive, and the drive to electrify the fleet and introduce cargo bikes continues, in line with the 2030 targets.

Geopost

These metrics are collected annually, and an analysis of change is performed at the end of the reporting campaign in March, based on qualitative data reported such as changes in powertrains (diesel/electric/natural gas/bike), Euro standards and kilometres travelled.

The analysis of air pollutant emission metrics shows:

- a greater-than-expected overall reduction thanks notably to the deployment of electric vehicles, the modernisation of the fleet and, lastly, kilometres travelled below initial forecasts;
- better-than-expected results for the objective of reducing CO emissions. This is due to a reduction in the use of natural gas vehicles in favour of:
 - electric light commercial vehicles (LCV),
 - heavy goods vehicles running on biofuel, such as HVO (hydrotreated vegetable oil).

These alternatives to natural gas explain the slow progress in NO_x emission reduction targets, as biofuels (HVO) still emit significant quantities of this pollutant.

Methodological details

The group uses a measurement method based on the distances travelled by its directly owned and subcontracted vehicles, broken down by:

- vehicle type (light commercial vehicle, heavy goods vehicle, etc.);
- fuel type (diesel, petrol, natural gas, electric, etc.);
- Euro standard (1, 2, ..., 6).

These annual distances are then multiplied by emission factors for air pollutants (CO, NO_x, PM10, PM2.5) expressed in grams of pollutants emitted per kilometre travelled. These emission factors were defined using the COPERT and HBEFA models, which take into account data on the type of vehicle fleet, namely:

- vehicle type;
- fuel type;
- Euro standards;
- percentage of distance travelled in urban and rural areas and on motorways;
- average speed per zone (km/h);
- average fill rate of vehicles.

(1) See Section 1.1.1.1 “General basis for preparation of the sustainability statement”.

SUSTAINABILITY STATEMENT

Environmental information

These emission factors were defined in 2022 using 2021 data.

Data is collected using reporting tools specific to the Services-Mail-Parcels business line and Geopost. This process is similar to the data collection process for reporting GHG emissions.

Geopost uses a market tool (the same as that used to calculate its GHG footprint) to collect data relating to the fleet of vehicles used, whether directly owned or subcontracted. Primary data is collected

annually in each BU, listing vehicle models and age. A consistency check is performed at BU level. This data is then consolidated centrally by the non-financial performance team within the Geopost Sustainability Department.

The calculation of related emissions is consistent with the description provided above. The method used aligns with best practice and methodologies for measuring local air pollutants using the COPERT and HBEFA reference models.

1.1.2.4 Taxonomy

Regulatory context

The European Green Taxonomy, adopted in June 2020 on the basis of European Commission Regulation (EU) 2020/852, is a harmonised classification of economic activities considered sustainable by the European Union. It is part of the European Green Deal, which aims to achieve carbon neutrality by 2050. In particular, it provides European economic actors with greater transparency on sustainable activities carried out within the European Union. There are two objectives:

- provide a harmonised reference framework aimed at orienting financial and business investment strategies towards sustainable activities;
- accelerate the green and sustainable transition of economic players.

The European Commission has adopted several defining regulations to govern the assessment of economic activities under the Taxonomy.

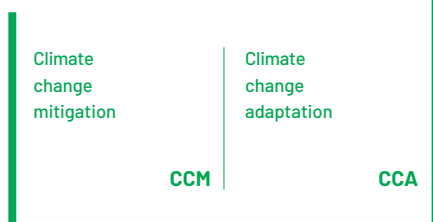
On 4 June 2021, Regulation (EU) 2021/2139 established the technical criteria for determining the eligibility and alignment of economic activities with regard to the first two environmental objectives: climate change mitigation and climate change adaptation. This framework was supplemented on 6 July 2021 by Regulation (EU) 2021/2178, known as "Article 8", which sets out the content and presentation of the information to be disclosed by companies in their sustainability reporting. On 9 March 2022, Regulation (EU) 2022/1214 extended the scope of application to activities in certain

sectors, including nuclear and gas. In 2023, Regulations (EU) 2023/2485 and (EU) 2023/2486, both adopted on 27 June 2023, respectively introduced changes to certain technical criteria for climate objective activities and the analysis of the eligibility and alignment of economic activities with regard to the four other environmental objectives: sustainable management of water and marine resources, transition to a circular economy, pollution prevention and control, and protection and restoration of biodiversity and ecosystems.

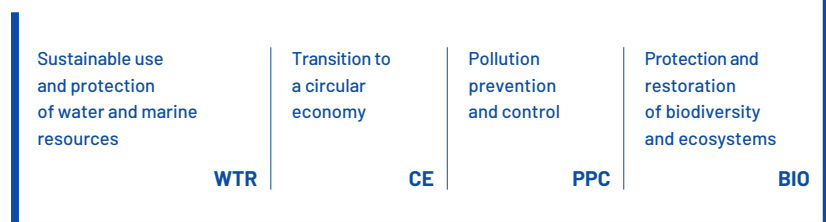
The six main sustainability objectives defined in the Taxonomy Regulation are as follows:

1. Climate change mitigation: reducing greenhouse gas emissions to limit global warming.
2. Climate change adaptation: building resilience and reducing vulnerability to the effects of climate change.
3. Sustainable use and protection of water and marine resources: preserving and sustainably managing water and marine ecosystems.
4. Transition to a circular economy: promoting reuse, recycling and waste reduction to minimise environmental impacts.
5. Pollution prevention and control: avoiding or limiting pollutant emissions into the air, water and soil.
6. Protection and restoration of biodiversity and ecosystems: safeguarding natural ecosystems and restoring biodiversity.

2 CLIMATE OBJECTIVES



4 OTHER ENVIRONMENTAL OBJECTIVES



Fundamental regulatory changes

In an ever-changing regulatory environment, the Taxonomy's analytical processes will eventually cause financial and non-financial reporting practices to converge. These fundamental changes were ushered in by the Taxonomy and, from 2024, have been broadly integrated into the matters addressed by the CSRD.

Since 2022, the group has published alignment reporting, enhanced each year by the application of additional European regulations and analytical developments. Reporting on the alignment

of the group's industrial and commercial activities with all six environmental objectives was implemented for the first time in 2024. Reporting on the alignment of the group's financial activities with all objectives is required from 2025.

Beyond the regulatory aspect, the Taxonomy is an opportunity to provide a financial representation of La Poste Groupe's commitment to a low-carbon economy and a circular economy.

Taxonomy governance

Since 2021, La Poste Groupe has implemented a Steering Committee specifically dedicated to addressing the new regulatory requirements introduced by European legislation. The committee, which brings together all the group's stakeholders and in-house expertise, has been expanded to cover all the business lines in the industrial and commercial scope. It is co-led by the Finance Department and the Sustainability Department. It meets four times a year and is tasked with implementing the actions required to:

- ensure a good understanding of the methodologies used to take account of Taxonomy-related challenges;
- disseminate new regulatory matters upstream (strategy, offer design, project evaluation, etc.) and downstream (reporting, communication, etc.);
- apply the principle of data quality.

In addition, La Poste Groupe, which chairs the PostEurop Taxonomy working group, has organised several work meetings between European postal services to share best practices in the postal sector.

Overview of metrics

In accordance with the requirements of the Taxonomy Regulation and to the terms defined in Article 8 of the Delegated Act, three metrics are provided based on the group's consolidated financial statements: the share of La Poste Groupe's contributing turnover (revenue) within the industrial and commercial scope, investments (CapEx) and operating expenses (OpEx) associated with economic activities considered both Taxonomy-eligible and Taxonomy-aligned.

In addition, the group reports specific Taxonomy indicators for its financial activities (La Banque Postale scope including CNP Assurances)⁽¹⁾.

The shares of Taxonomy-eligible and -aligned turnover are calculated using as denominator the group's consolidated net revenue for the year ended 31 December 2024, as defined in the group's financial statements⁽²⁾.

The shares of eligible and aligned investments (CapEx) are calculated using as denominator increases in intangible assets and property, plant and equipment⁽³⁾ over the reference year, including increases in IFRS 16 right-of-use assets and business combinations.

The share of eligible and aligned operating expenses (OpEx) is calculated using as denominator non-capitalised direct costs relating to research and development, building refurbishment, short-term leases (< 1 year), maintenance and repair, and any other direct expenditure related to the ongoing maintenance of property, plant and equipment.

Note that the Taxonomy Regulation, through Delegated Act (EU) 2021/2178, offers companies the possibility of activating an exemption for the disclosure of the OpEx numerator as long as direct operating expenses as defined in the Regulation are deemed non-material in relation to the group's total operating expenses. The work conducted by the group shows that the operating expenses identified are not material. These outlays amounted to €1,024 million for the year, or 3.6% of consolidated operating expenses. La Poste Groupe meets the conditions for exemption

from the obligation to calculate the numerator of the OpEx KPI. As La Poste Groupe's activities are service and network-related, the relative weight of the OpEx base, as defined in the Delegated Act, is structurally immaterial compared with the total OpEx base within the industrial and commercial scope.

Activity analysis

La Poste Groupe reports KPIs for all its activities subject to the Taxonomy Regulation, applicable both to financial and non-financial activities (industrial and commercial scope). The group's activities fall into two groups, each with specific eligibility and alignment criteria and Taxonomy reporting:

- the industrial and commercial scope, i.e., the activities of the Services-Mail-Parcels and Retail Customers & Digital Services business lines, Geopost and the resource management subsidiaries;
- the financial scope, i.e., the portfolios of La Banque Postale and CNP Assurances.

In 2024:

- for the industrial and commercial scope, work focused on the identification of eligible activities aligned with the six environmental objectives, but only three were deemed relevant for the group;
- for the bancassurance activities, reporting includes the alignment rate of indicators specific to these activities (Green Asset Ratio - GAR).

The Taxonomy applied to the industrial and commercial scope

Eligibility analysis

An activity is considered eligible if it is listed in the Delegated Acts and has been identified by the European Commission as capable of contributing to one or more of the six sustainability objectives defined in the Taxonomy Regulation. An activity can contribute to one or more sustainability objectives:

- through its intrinsic performance;
- if it directly enables other sustainable activities to be conducted, in which case it is referred to as an enabling activity;
- if it promotes the transition to a carbon-neutral economy and cannot be replaced by technically and economically feasible low-carbon alternatives, in which case it is referred to as a transition activity. This is the case for transport activities.

Eligible activities

La Poste Groupe's scope of screening for turnover and CapEx eligibility corresponds to several sectors defined by the Taxonomy regulation. The summary below presents the changes stemming from the eligibility screening analysis of the group's main activities.

Mail and Parcels value chain

The Mail and Parcels value chain (including express delivery) covers two main families of activities as defined in the Delegated Acts of the Taxonomy Regulation:

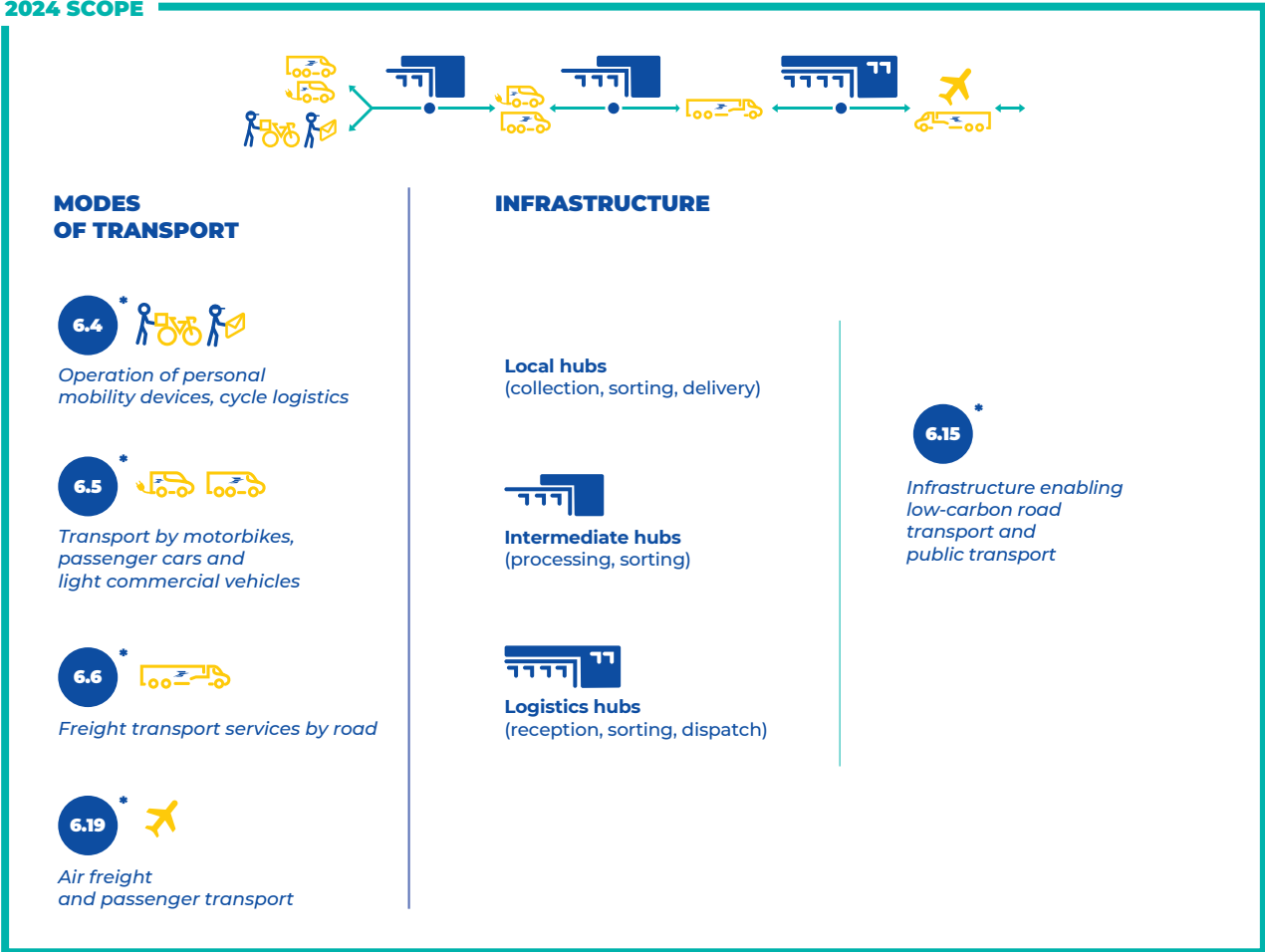
- collection, transport and distribution activities, which rely on modes of transport;
- sorting and transshipment activities (and infrastructure).

(1) See "Focus on the scope of financial activities".

(2) See 2024 URD Section 6.1 "Consolidated financial statements".

(3) See 2024 URD Notes 17 and 18 to the consolidated financial statements "Intangible assets" and "Property, plant and equipment".

2024 SCOPE



* Sector code and Taxonomy name.

Activities generating Taxonomy-eligible turnover and CapEx

Modes of transport

- CCM 6.4 Operation of personal mobility devices, cycle logistics;
- CCM 6.5 Transport by motorbikes, passenger cars and light commercial vehicles: operation of light vehicles of categories M1 and N1, in accordance with Regulation (EC) 715/2007 of the European Parliament and of the Council, or to category L (two- or three-wheeled vehicles and quadricycles);
- CCM 6.6 Freight transport services by road: operation of heavy goods vehicles of category N1, N2 or N3 falling within the scope of the Euro 6 standard, or its successor;
- CCM 6.19 Passenger and freight air transport.

Waste collection, sorting and recovery

- CE 2.3 Collection and transport of non-hazardous and hazardous waste: collection and transport of office waste;
- CE 2.6 Depollution and dismantling of end-of-life products: depollution and dismantling of end-of-life or damaged vehicles, and establishment of an internal supply channel for the reuse of spare parts;
- CE 2.7 Sorting and material recovery of non-hazardous waste: sorting and recovery of office waste;

- CE 5.4 Sale of second-hand goods: sale of reconditioned electrically assisted bicycles (EAB) initially used by postal carriers;
- CCM 5.5 Collection and transport of non-hazardous waste in source segregated fractions.

Industrial infrastructure

- CCM 6.15 Infrastructure enabling low-carbon road transport and public transport: all types of La Poste infrastructure allowing the transshipment of mail, parcels and express items;
- CCM 7.1 and CCA 7.1 Construction of new buildings;
- CCM 7.2 and CCA 7.2 Renovation of existing buildings;
- CCM 7.7 Acquisition and ownership of buildings: purchase of real estate and exercise of ownership of that real estate, long-term leasing of real estate capitalised in accordance with IFRS 16;
- CCM 8.1 Data processing, hosting and related activities;
- CCM 8.2 Data-driven solutions to reduce GHG emissions.

Other eligible activities

- CCM 9.3 Professional services related to energy performance of buildings.

Activities generating CapEx eligible under "individual measures"

Real Estate segment

- CCM 7.3 Installation, maintenance and repair of energy efficiency equipment;
- CCM 7.4 Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings);
- CCM 7.5 Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings;
- CCM 7.6 Installation, maintenance and repair of renewable energy equipment.

Non-eligible activities

The group's other activities, namely services related to education, health, human services and mobile telephony (La Poste Mobile), are not at this stage identified by the European Commission as capable of contributing to any of the sustainability objectives. These activities and the related financial flows are therefore non-eligible and non-aligned.

Alignment analysis

The European Commission has adopted delegated acts defining the technical characteristics that allow an activity be considered sustainable within the meaning of the Taxonomy, and as such to be qualified as aligned with the six environmental objectives. To be considered sustainable – or aligned – an activity must meet each of the following three conditions:

- make a substantial contribution to one of the six environmental objectives, i.e., meet the technical criteria specified in the delegated acts;
- do no significant harm to the other five objectives, in compliance with the DNSH criteria;
- respect minimum safeguards in the following four areas: human rights, corruption, taxation and competition law.

Aligned activities

The aligned activities and the measures taken by the group to demonstrate compliance with the applicable technical criteria are presented below. By contrast, aligned activities that are not presented below meet all the relevant substantial contribution and DNSH criteria applicable to each of these activities.

As part of the analysis of the do no significant harm (DNSH) criteria with regard to the objectives of the Green Taxonomy, La Poste Groupe relies on its environmental policies contributing to sustainability, its responsible purchasing policy and the certifications or environmental assessments specific to each of its business sectors. In addition, climate risk management, including the impacts of climate change, is integrated into the group's risk management process.

Geographic scope

The Taxonomy requires screening of all the group's activities, without exception, in every consolidated entity. To date, the principles and methodologies set out below have been applied on a geographical basis limited to Europe for alignment purposes. However, as part of a continuous improvement process, the group is stepping up its efforts to identify financial flows and gather the necessary evidence to characterise alignment in its other areas of activity. For 2024, in the absence of sufficiently detailed information, geographies outside Europe are considered non-aligned.

Main activities generating aligned turnover and CapEx

Modes of transport

- CCM 6.4. Operation of personal mobility devices, cycle logistics:

Substantial contribution: pedestrian, bicycle, e-bike and cargo bike rounds, represent modes of delivery using human power for propulsion, a zero-emission engine, or a combination of both (freight transport services by bicycle).

DNSH Circular economy: all EABs that have reached the end of their life and come from the postal carriers' EAB fleet are collected by Nouvelle Attitude, a subsidiary and professional integration company, to be dismantled, cleaned, reconditioned and returned to circulation. Particular attention is paid to the reuse and recycling of EAB batteries: each year, La Poste recycles 2,200 such batteries.

- CCM 6.5. Transport by motorbikes, passenger cars and light commercial vehicles:

Substantial contribution: activities considered aligned, whether directly operated or subcontracted for the last mile, are carried out with vehicles with tailpipe emissions equal to or below the thresholds for their categories (zero emissions or less than 50g CO₂/km) and are not intended for the transport of fossil fuels.

DNSH Circular economy: vehicles considered aligned are at least 85% reusable or recyclable by weight and at least 95% reusable or recoverable by weight. As the Taxonomy Regulation is based on European directives 2005/64/EC and 2009/1/EC, the group considers that all its vehicles marketed and acquired after 2009 effectively comply with the European regulations in force and are therefore aligned. In addition, La Poste uses companies specialising in automotive recycling for its vehicles that are undergoing maintenance, out of service or damaged.

DNSH Pollution: vehicles considered aligned comply with the requirements of the most recent stage of the Euro 6 standard for light commercial vehicles, as stipulated in European regulation (EC) 715/2007, and meet the emissions thresholds for light commercial vehicles set by European directive 2009/33/EC. Category M and N aligned vehicles are also fitted with tyres that meet the external rolling noise requirements of the highest energy efficiency class and the rolling resistance coefficient of the two highest energy efficiency classes, in accordance with Regulation (EU) 2020/740. Aligned vehicles comply with Regulation (EU) 540/2014.

- CCM 6.6. Freight transport services by road:

Substantial contribution: the industrial transport activities between major production sites considered aligned are carried out using subcontracted vehicles aligned by weight of kilometres travelled with trucks whose exhaust emissions are equal to or below the threshold for their categories (zero or less than 1g CO₂eq/km) over the total kilometres travelled. Industrial transport activities are not intended for the transport of fossil fuels.

DNSH Circular economy: vehicle reuse, recyclability and recovery criteria (based on European directives 2005/64/EC and 2009/1/EC), as well as end-of-life management and maintenance criteria, are integrated into supplier contracts and subject to the group's Responsible Purchasing Charter.

SUSTAINABILITY STATEMENT

Environmental information

DNSH Pollution: criteria relating to noise pollution, the energy efficiency of tyres and air pollutant emissions from heavy goods vehicles are integrated into supplier contracts and subject to the group's Responsible Purchasing Charter.

- CCM 6.19. Passenger and freight air transport:

Substantial contribution: this activity includes air freight invoiced to group customers and air freight subcontracting purchases. Pending the publication of the list of sustainable aviation fuels by the European Commission, and disclosure by air freight carriers of CO₂ emissions depending on the types of aircraft used, La Poste Groupe is not aligning any turnover with this activity in 2024.

Industrial infrastructure

- CCM 6.15 Infrastructure enabling low-carbon road transport and public transport:

Substantial contribution: the various Mail-Parcel and express production infrastructure, relating to sorting and storage activities, are intended for the operation of electric vehicles (zero CO₂ exhaust emissions) and/or the transshipment of freight between modes of transport. They are not intended for the transport or storage of fossil fuels.

DNSH Water resources: the externalities of La Poste Groupe's facilities with regard to water are integrated into the activity of the La Poste Immobilier real estate company, with particular attention to water consumption, leakage reduction and river water management. Opportunity studies are underway to implement measures for rainwater recovery, surface de-waterproofing, grey water treatment and reuse, and to identify sites in zones subject to water stress.

DNSH Pollution: La Poste Groupe integrates, on the one hand, systems to limit pollution related to the construction of infrastructure and, on the other hand, waste management systems and acoustic comfort thresholds for the use of infrastructure.

DNSH Biodiversity: in accordance with Directive 2011/92/EU, an Environmental Impact Assessment has been performed on the sites identified as requiring a study, and measures to protect the environment are being implemented. Only sites located in dense urban and intermediate urban environments were considered aligned, and meeting, due to their location, the criteria for preventing the spread of invasive species and collisions with wildlife.

DNSH Circular economy: not applicable to the relevant activity for La Poste Groupe.

- CCM 8.1: Data processing, hosting and related activities:

Substantial contribution: for the digital data hosting and processing activities of Docaposte and I-Team, the turnover and CapEx flows considered aligned come from activities carried out in data centres adhering to the European Code of Conduct on Energy Efficiency of Data Centres, and are audited annually. Refrigerants used by aligned data centres have Global Warming Potential (GWP) of less than 675.

DNSH Water resources: to prevent water quality degradation and water stress, Docaposte and I-Team are taking steps to reduce the environmental impact of cooling IT assets. Hosting providers have responsible water management certification.

DNSH Circular economy: Docaposte and I-Team equipment carries the CE mark relating to Directive 2011/65/EU. In addition, Docaposte's suppliers sign its Responsible and Ethical Purchasing Charter, thereby undertaking to comply with all applicable regulations, including Directive 2009/125/EC. The Responsible Digital policy aims to extend the life of equipment by reusing it internally or externally with a company committed to green IT.

Across all activities

DNSH Adaptation: an exposure study has been carried out on nearly 11,000 sites to identify the main physical risks related to climate change, i.e., the vulnerability of working conditions during periods of extreme heat and heat waves, for sites and transport activities. For the main risks identified, adaptation measures are implemented on site, such as the installation of shading systems to help cope with high temperatures, or the elevation of sensitive equipment to prevent flood risks. La Poste has implemented adaptation and prevention measures for its employees, including the reorganisation of working hours, the provision of chilled drinking water and the adaptation of personal protective equipment and other equipment for postal workers (e.g., breathable mesh high-visibility vests). All planned adaptation measures will be set out in a 2026-2030 adaptation plan.

Analysis of minimum safeguards

Compliance with the minimum safeguards criterion is based on the group's commitment to the United Nations Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises, including the principles and rights set out in the eight fundamental conventions cited in the International Labour Organization (ILO) Declaration of Fundamental Principles and Rights at Work and the International Bill of Human Rights.

The analysis of 2024 controversies on the ILO and OECD Business and Human Rights Resource Centre platforms does not give rise to a result contrary to the minimum safeguards. As part of this process, the group drew on the Final Report on Minimum Safeguards published in October 2022 by the EU's Sustainable Finance Platform, which covers four areas: human rights, corruption, taxation and fair competition. In connection with these themes, La Poste Groupe has established a compliance framework that includes compliance with several programmes and policies:

- human rights policy: La Poste Groupe has adopted a human rights policy reflecting its commitment to protecting, respecting and promoting human rights in all its activities, throughout its value chain, in France and internationally⁽¹⁾;
- competition compliance policy: the company makes its employees aware of the importance of complying with all applicable competition laws and regulations⁽²⁾;
- anti-corruption policy: the group's policy on combating corruption and influence peddling applies to all employees, regardless of their level of responsibility or where they work. It is based on the implementation of a detection and prevention system, in accordance with national and international regulations⁽³⁾;
- tax policy: the company treats tax governance and compliance as important elements of oversight, and adequate tax risk management strategies and processes are in place⁽⁴⁾.

Multiple eligibility and alignment

Some sectors may meet eligibility and alignment criteria for two objectives at once. In the group's case, this particularly concerns the real estate activities, carried out primarily by La Poste Immobilier. In 2024, for example, the group's CCM-eligible real estate activities were also partially eligible for the adaptation objective (CCA).

2024 financial results

▼ SUMMARY TURNOVER TABLE

	Percentage of turnover/Total turnover	
	Taxonomy-aligned by objective	Taxonomy-eligible by objective
CCM	31.6%	89.9%
CCA ^(a)	-	-
WTR	-	-
CE	0.07%	0.07%
PPC	-	-
BIO	-	-

(a) The group did not provide any adaptation services to its external customers in 2024.

Eligible and aligned turnover

After analysing all activities, it appears that 31.7% of the group's consolidated turnover is aligned, i.e., €8,575 million.

Eligible turnover amounted to €24,349 million, i.e., 90.0% of the turnover of the group's industrial and commercial scope, which was €27,055 million.

Eligible activities are identified as non-aligned, either because of the technical criteria defined by the Taxonomy or due to the lack of an alignment analysis methodology and/or audit trail to date.

(1) See Sections 1.1.3.1 "Own workforce | S1" and 1.1.3.2 "Value chain workers | S2".

(2) See Section 1.1.3.4 "Consumers and end users | S4".

(3) See Section 1.1.4.1 "Business conduct policies and corporate culture".

(4) See Section 1.2.4 "Combating tax evasion" of this sustainability statement.

▼ SUMMARY CAPEX TABLE

	Percentage of CapEx/Total CapEx	
	Taxonomy-aligned by objective	Taxonomy-eligible by objective
CCM	44.0%	85.3%
CCA	2.7%	2.7%
WTR	-	-
CE	0.03%	0.03%
PPC	-	-
BIO	-	-

Eligible and aligned CapEx

Of the total screened consolidated CapEx outlays, 44.1% or €886 million in 2024, was aligned, compared with a total CapEx outlay of over €2,010 million. These expenditures mainly concerned industrial sites, vehicles and buildings (including right-of-use assets under IFRS 16).

The stability of aligned turnover and the 3.5-point increase in aligned CapEx compared with 2023 reflect the stability of commitments and the continued intensity of the group’s efforts in managing its operations and making investment decisions

▼ SUMMARY OPEX TABLE

	Percentage of OpEx/Total OpEx	
	Taxonomy-aligned by objective	Taxonomy-eligible by objective
CCM		0%
CCA		0%
WTR		0%
CE		0%
PPC		0%
BIO		0%

Voluntary information

Pathway to alignment with climate objectives

The European Taxonomy was drafted with a view to reaching net-zero carbon emissions by 2040. Each of the key performance indicators and technical alignment criteria back up this goal and are based on a target vision of decarbonised activities, even though the solutions are not always economically and technologically viable at this time.

The nomenclature of economic activities currently proposed by the legislator combines the activities of mail and parcels (including express) with those of road freight in the Taxonomy. However, the technical alignment criteria apply separately to each economic activity. While there are similarities between postal transport and freight transport by road, these similarities are actually quite limited, and this Taxonomy-based vision overshadows the major optimisation levers that the group is activating to meet the challenges of alignment with the GHG emission pathways set by the Paris Agreement (1.5°C). Whereas loads in road transport are carried in a point-to-point model (mainly BtoB), postal services consist of an integrated collection, transport and delivery process blending light goods flows for many senders and recipients in BtoC, BtoB, CtoB and CtoC models. The Taxonomy’s failure to take into account this specific feature results in substantial limitations, such as the non-recognition of:

- load factor optimisation systems (swap body containers, double decker containers, etc.) that contribute significantly to reducing the emission intensity of transport; and
- in terms of first and last mile logistics (including mail and parcel delivery), the intrinsic and essential contribution of the Mail-Parcels business model based on pooled flows and resources.

The postal operators working together in the PostEurop association have embarked on an effort to have postal services recognised as a specific Taxonomy sector essential for enabling Europe to address mounting environmental concerns. PostEurop has formally shared its position with the European Platform on Sustainable Finance, which is responsible for tracking and managing revisions to the Taxonomy regulation.

SUSTAINABILITY STATEMENT

Environmental information

Taxonomy reporting tables on the industrial and commercial scope

▼ 2024 REVENUE

2024 REVENUE				Substantial contribution criteria					
ECONOMIC ACTIVITIES	Code	Absolute €m	Share of revenue %	Climate change mitigation	Climate change adaptation	Water	Pollu- tion	Circular economy	Biodi- versity
A. TAXONOMY-ELIGIBLE ACTIVITIES									
A.1 – Environmentally sustainable activities (Taxonomy-aligned)									
Collection and transport of non-hazardous and hazardous waste	CE 2.3	12.3	0.05	N/EL	N/EL	N/EL	N/EL	YES	N/EL
Depollution and dismantling of end-of-life products	CE 2.6	3.3	0.01	N/EL	N/EL	N/EL	N/EL	YES	N/EL
Sorting and material recovery of non-hazardous waste	CE 2.7	2.5	0.01	N/EL	N/EL	N/EL	N/EL	YES	N/EL
Sale of second-hand goods	CE 5.4	0.0	0.00	N/EL	N/EL	N/EL	N/EL	YES	N/EL
Electricity generation using solar photovoltaic technology	CCM 4.1	0.5	0.0	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Operation of personal mobility devices, cycle logistics	CCM 6.4	958.7	3.5	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	1,885.0	7.0	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Freight transport services by road	CCM 6.6	348.5	1.3	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Infrastructure enabling low-carbon road transport and public transport	CCM 6.15	4,946.9	18.3	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Passenger and freight air transport	CCM 6.19	0.0	0.0	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Construction of new buildings	CCM 7.1	0.030	0.0001	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Acquisition and ownership of buildings	CCM 7.7	1.7	0.0	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Data processing, hosting and related activities	CCM 8.1	321.0	1.2	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Data-driven solutions to reduce GHG emissions	CCM 8.2	0.0	0.0	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Professional services related to energy performance of buildings	CCM 9.3	94.5	0.3	YES	N/EL	N/EL	N/EL	N/EL	N/EL
TURNOVER FROM ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (TAXONOMY-ALIGNED)		8,574.9	31.7%	31.6%	0.0%	-	-	0.07%	-
of which turnover by enabling activity		5,041.5	18.6%	18.6%	0.0%	-	-	0.0%	-
of which turnover by transition activity		2,233.5	8.3%	8.3%					
A.2 - Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)									
Collection and transport of non-hazardous and hazardous waste	CE 2.3	0.0	0.0						
Sorting and material recovery of non-hazardous waste	CE 2.7	0.0	0.0						
Sale of second-hand goods	CE 5.4	1.7	0.0					EL	
Electricity generation using solar photovoltaic technology	CCM 4.1	0.0	0.0	EL					
Operation of personal mobility devices, cycle logistics	CCM 6.4	0.0	0.0	EL					
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	9,621.4	35.6	EL					
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5 and CE 2.6	0.0	0.0						
Freight transport services by road	CCM 6.6	3,295.6	12.2	EL					
Infrastructure enabling low-carbon road transport and public transport	CCM 6.15	1,792.0	6.6	EL					
Passenger and freight air transport	CCM 6.19	591.9	2.2	EL					
Construction of new buildings	CCM 7.1	47.6	0.2	EL					
Acquisition and ownership of buildings	CCM 7.7	20.0	0.1	EL					
Data processing, hosting and related activities	CCM 8.1	320.5	1.2	EL					
Data-driven solutions to reduce GHG emissions	CCM 8.2	0.5	0.0	EL					
Professional services related to energy performance of buildings	CCM 9.3	82.7	0.3	EL					
TURNOVER FROM TAXONOMY-ELIGIBLE BUT NOT ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (NOT TAXONOMY-ALIGNED)		15,773.8	58.3%	58.3%	-	-	0.00%	-	-
A. TURNOVER FROM TAXONOMY-ELIGIBLE ACTIVITIES (A.1 + A.2)		24,348.7	90.0%	89.9%	-	-	0.007%	-	-
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES									
Turnover of Taxonomy-non-eligible activities		2,706.5	10.0%						
TOTAL A + B		27,055.2	100.0%						

* Counted under 5.9 in 2023

Do no significant harm criteria (DNSH)

Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum safeguards	Fraction of taxonomy-aligned turnover for year Y-1(%)	Enabling activity category	Transitional activity category
YES	YES	YES	YES	YES	YES	YES	0.043		
YES	YES	YES	YES	YES	YES	YES	0.0		
YES	YES	YES	YES	YES	YES	YES	0.011		
YES	YES	YES	YES	YES	YES	YES	0.0067*		
YES	YES	YES	YES	YES	YES	YES	0.0		
YES	YES	YES	YES	YES	YES	YES	3.79		
YES	YES	YES	YES	YES	YES	YES	6.75		T
YES	YES	YES	YES	YES	YES	YES	1.12		T
YES	YES	YES	YES	YES	YES	YES	19.3	E	
YES	YES	YES	YES	YES	YES	YES	0.0		T
YES	YES	YES	YES	YES	YES	YES	0.025		
YES	YES	YES	YES	YES	YES	YES	0.043		
YES	YES	YES	YES	YES	YES	YES	0.0		
YES	YES	YES	YES	YES	YES	YES	0.003	E	
YES	YES	YES	YES	YES	YES	YES	0.63	E	
YES	YES	YES	YES		YES	YES	31.7%		
-	YES	YES	YES	YES	YES	YES	YES	YES	YES
YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
							0.0		
							0.0		
							0.0		
							0.0		
							0.0		
							31.9		
							0.0		
							13.1		
							5.7		
							3.9		
							0.2		
							0.1		
							2.4		
							0.0		
							0.0		
							57.2%		
							88.9%		

SUSTAINABILITY STATEMENT

Environmental information

▼ CAPEX IN 2024

ECONOMIC ACTIVITIES	Code	CapEx (€ million)	Share of CapEx (in %)	Substantial contribution criteria					
				Climate change mitigation	Climate change adaptation	Water	Pollut ion	Circular economy	Biodi- versity
A. TAXONOMY-ELIGIBLE ACTIVITIES									
A.1 – Environmentally sustainable activities (Taxonomy-aligned)									
Collection and transport of non-hazardous and hazardous waste	CE 2.3	0.4	0.02	N/EL	N/EL	N/EL	N/EL	YES	N/EL
Sale of second-hand goods	CE 5.4	0.2	0.01	N/EL	N/EL	N/EL	N/EL	YES	N/EL
Operation of personal mobility devices, cycle logistics	CCM 6.4	11.2	0.6	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	103.9	5.2	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Freight transport services by road	CCM 6.6	11.9	0.6	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Infrastructure enabling low-carbon road transport and public transport	CCM 6.15	649.9	32.3	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Passenger and freight air transport	CCM 6.19	0.0	0.0	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Construction of new buildings	CCM 7.1 and CCA 7.1	17.6	0.9	YES	YES	N/EL	N/EL	N/EL	N/EL
Renovation of existing buildings	CCM 7.2 and CCA 7.2	36.9	1.8	YES	YES	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	21.4	1.1	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7.5	11.9	0.6	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Installation, maintenance and repair of renewable energy equipment	CCM 7.6	2.1	0.1	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Acquisition and ownership of buildings	CCM 7.7	9.9	0.5	YES	N/EL	N/EL	N/EL	N/EL	N/EL
Data processing, hosting and related activities	CCM 8.1	8.5	0.4	YES	N/EL	N/EL	N/EL	N/EL	N/EL
CAPEX OF ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (TAXONOMY-ALIGNED)		885.8	44.1%	44.0%	2.7%	-	-	0.03%	-
of which CapEx by enabling activity		685.3	34.1%	34.1%	1.8%	-	-	0.0%	-
of which CapEx by transition activity		152.7	7.6%	7.6%					
A.2 - Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)									
Collection and transport of non-hazardous and hazardous waste	CE 2.3	0.0	0.0						
Sale of second-hand goods	CE 5.4	0.0	0.0						
Operation of personal mobility devices, cycle logistics	CCM 6.4	4.4	0.2	EL					
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	250.7	12.5	EL					
Freight transport services by road	CCM 6.6	78.2	3.9	EL					
Infrastructure enabling low-carbon road transport and public transport	CCM 6.15	270.4	13.5	EL					
Passenger and freight air transport	CCM 6.19	0.0	0.0	EL					
Construction of new buildings	CCM 7.1 and CCA 7.1	0.0	0.0	EL	EL				
Renovation of existing buildings	CCM 7.2 and CCA 7.2	88.2	4.4	EL	EL				
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	0.0	0.0	EL					
Installation, maintenance and repair of charging stations for electric vehicles in buildings	CCM 7.5	0.0	0.0	EL					
Installation, maintenance and repair of renewable energy equipment	CCM 7.6	0.0	0.0	EL					
Acquisition and ownership of buildings	CCM 7.7	129.3	6.4	EL					
Data processing, hosting and related activities	CCM 8.1	8.5	0.4	EL					
Professional services related to energy performance of buildings	CCM 9.3	0.0	0.0	EL					
CAPEX OF TAXONOMY-ELIGIBLE BUT NOT ENVIRONMENTALLY SUSTAINABLE ACTIVITIES (NOT TAXONOMY-ALIGNED)		829.7	41.3	41.3%	0.0%			0.0%	
A. CAPEX OF TAXONOMY-ELIGIBLE ACTIVITIES (A.1 + A.2)		1,715.5	85.4	85.3%	2.7%			0.03%	
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES									
CapEx of Taxonomy-non-eligible activities		294.4	14.6						
TOTAL A + B		2,009.8	100.0						

Do no significant harm criteria (DNSH)

Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum safeguards	Fraction of taxonomy-aligned CapEx for year Y-1(%)	Enabling activity category	Transitional activity category
YES	YES	YES	YES	YES	YES	YES	0.006		
YES	YES	YES	YES	YES	YES	YES	0.016		
YES	YES	YES	YES	YES	YES	YES	0.59		
YES	YES	YES	YES	YES	YES	YES	4.72		T
YES	YES	YES	YES	YES	YES	YES	0.15		T
YES	YES	YES	YES	YES	YES	YES	32.3	E	
YES	OR	YES	YES	YES	YES	YES	0.0		T
YES	YES	YES	YES	YES	YES	YES	0.53		
YES	YES	YES	YES	YES	YES	YES	0.73		T
YES	YES	YES	YES	YES	YES	YES	1.29	E	
YES	YES	YES	YES	YES	YES	YES	0.054	E	
YES	YES	YES	YES	YES	YES	YES	0.064	E	
YES	YES	YES	YES	YES	YES	YES	0.0		
YES	YES	YES	YES	YES	YES	YES	0.0		
YES	YES	YES	YES	YES	YES	YES	40.6		
-	YES	YES	YES	YES	YES	YES			
YES	YES	YES	YES	YES	YES	YES			
							0.0		
							0.0		
							0.0		
							13.0		
							1.7		
							16.3		
							0.1		
							0.0		
							9.0		
							0.0		
							0.0		
							0.0		
							0.0		
							0.2		
							0.4		
							0.0		
							40.7%		
							81.2%		

SUSTAINABILITY STATEMENT

Environmental information

▼ 2024 OPEX

Economic activities (1)	OpEx by activity	OpEx (3) in €m	Share of OpEx, report- ing year (4)	Substantial contribution criteria					
				Climate change mitigation (5)	Climate change adaptation (6)	Water (7)	Pollution (8)	Circular economy (9)	Biodiversity (10)
A. TAXONOMY-ELIGIBLE ACTIVITIES									
A.1. Environmentally sustainable activities (Taxonomy-aligned)									
OpEx of environmentally sustainable activities (Taxonomy-aligned)		0	0%						
of which enabling activities		0	0%						
of which transitional activities		0	0%						
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)(g)									
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)(A.2)		0	0%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL
A. OpEx of taxonomy-eligible activities (A.1 + A.2)		0	0%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES									
OpEx of Taxonomy-non-eligible activities		28,645.3	100%						
TOTAL (A. + B.)		28,645.3	100%						

Do no significant harm criteria (DNSH) (h)

Climate change mitigation (11)	Climate change adaptation (12)	Water (13)	Pollution (14)	Circular economy (15)	Biodiversity (16)	Minimum safeguards (17)	Share of Taxonomy-aligned OpEx (A.1.) or Taxonomy-eligible (A.2.), prior year (18)	Enabling activity category (19)	Transitional activity category (20)
							0.0%		
							0.0%	E	
							0.0%		T
							0.0%		
							0.0%		

Taxonomy applied to the scope of financial activities

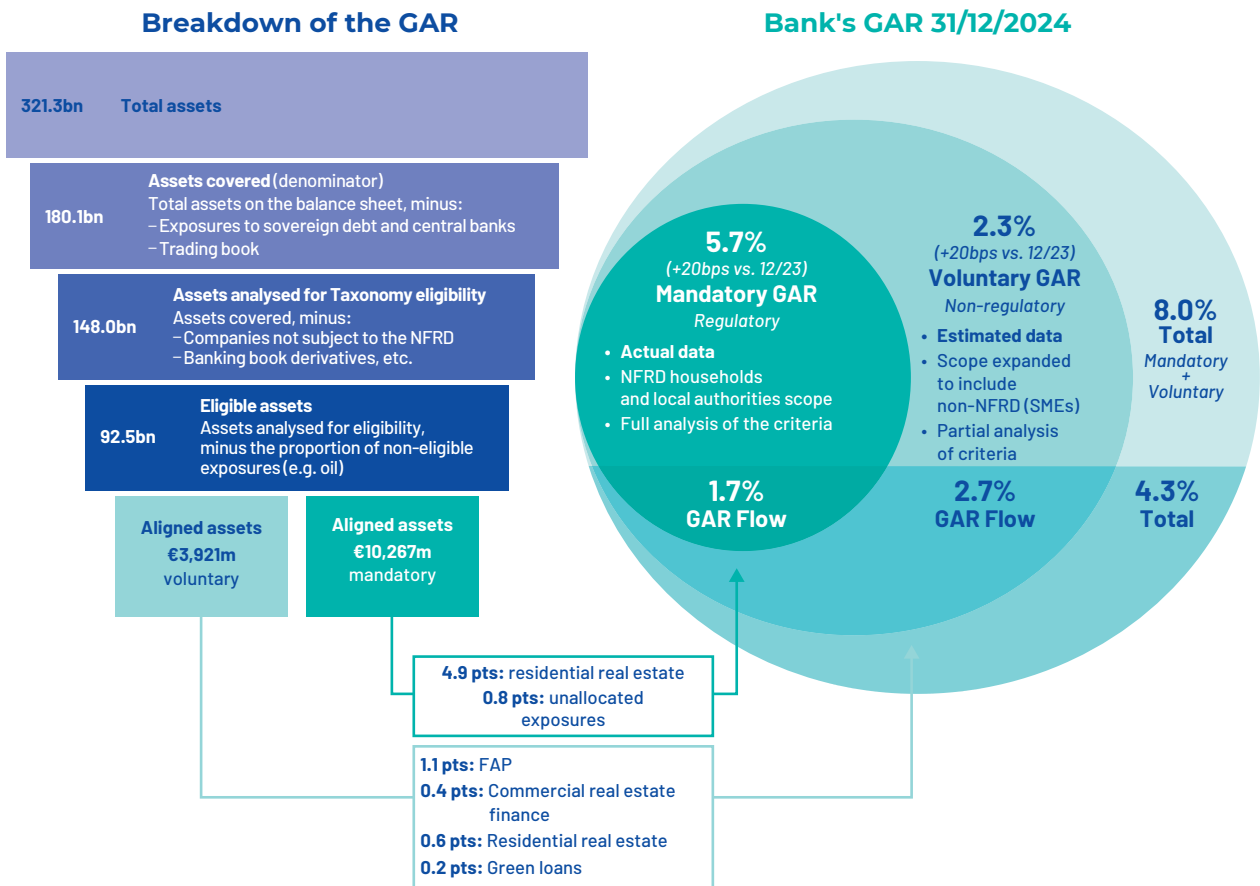
In accordance with EU Regulations⁽¹⁾, La Banque Postale calculates and discloses the results of its eligibility and alignment analysis with the objectives of the European Green Taxonomy⁽²⁾.

The Taxonomy-based analysis of a financed asset is carried out in four stages:

1. identifying eligible assets in respect to one of the Taxonomy’s objectives;
2. among the eligible assets, identifying those that are contributing to one of the objectives (CCS);

3. identifying assets that do no significant harm to any of the other five objectives(DNSH)and
4. identifying assets meeting the criteria for minimum social safeguards (MSS).

These stages make it possible, in particular, to calculate La Banque Postale’s Green Asset Ratio (GAR), which quantifies a proportion of sustainable assets by dividing the amount of aligned assets by the amount of the bank’s total covered assets. At 31 December 2024, La Banque Postale’s GAR was 5.7% based on turnover and 6.0% based on CapEx. Most of the Green Assets consisted of home loans.



(1) Regulation (EU) 2020/852 of 18 June 2020, Delegated Regulation (EU) 2021/2139 of 4 June 2021 and Delegated Regulation (EU) 2023/2486 of 27 June 2023.
 (2) Climate change mitigation and climate change adaptation. Analysis of eligibility and alignment with the last four objectives will be disclosed as soon as the necessary data is available.

The mandatory GAR calculation is based on a detailed analysis of each asset, without the use of estimates. To provide further information, a voluntary GAR is also calculated, using estimates and a slightly broader scope of analysis⁽¹⁾. At 31 December 2024, La Banque Postale's voluntary green asset ratio was 2.3%, or 8.0% based on turnover and 8.3% based on CapEx in total.

La Banque Postale's off-balance sheet alignment ratio was 3.2% based on turnover and 5.7% based on CapEx for assets under management, consisting primarily of the asset portfolios held by the group's asset management subsidiary, LBPAM. It is 0% for financial guarantee contracts.

La Banque Postale's alignment ratio includes the results of the taxonomy analysis of CNP Assurances, which is accounted for using the equity method. These amount to 3.3% based on turnover (4.1% based on CapEx) and 0.7% for investment and underwriting activities.

Very little data is currently available concerning the alignment with the European Green Taxonomy of counterparties' assets and the projects financed by the Bank. Data availability should improve over the years and as all economic players become more proficient. Work is also underway to establish systems for the collection of customer data. In addition, the remaining uncertainty with regard to the interpretation of certain regulatory provisions should gradually be resolved, allowing La Banque Postale to further clarify its disclosures in future publications. These disclosures will systematically take into account changes in the applicable standards and the interpretations adopted by the market, the group and its subsidiaries.

For further information, please refer to La Banque Postale's 2024 Universal Registration Document.

Appendix

Nuclear energy related activities

1.	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2.	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	NO
3.	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	NO

Fossil gas related activities

4.	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	NO
5.	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	NO
6.	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	NO

(1) Scope of analysis extended to include specialised lending to non-NFRD companies (excluded from the numerator and included in the denominator of regulatory GAR).

1.1.3 Social information

1.1.3.1 Own workforce | S1



La Poste Groupe’s social ambition is to support its transformation and that of its businesses, while placing social cohesion at the heart of its actions for each postal worker and all those who deliver the group’s services, with a view to being a “caring, skilled and committed company for all”.

This ambition is underpinned by human resources policies tailored to our businesses and regions, based on the group’s values and informing its corporate culture. They provide a shared foundation for the different business lines as they expand and integrate new businesses and operations.

The group’s human resources actions reflect its ambitions in five main areas:

- improving well-being and working conditions;
- embedding a responsible employer policy;
- developing the employability of postal workers;
- implementing a fair and exemplary compensation policy; and
- promoting ongoing and constructive social and economic dialogue with employee representatives.

The group’s human resources policies are regularly updated to meet the needs of the company and postal workers, and are adapted by business line to meet the specific challenges of each profession, business sector and geographical area.

Material impacts, risks and opportunities and their interaction with strategy and business model [ESRS 2 SBM-3]

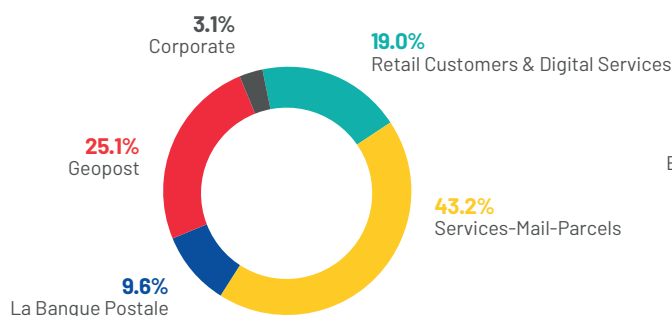
The group’s workforce currently stands at 226,831 employees (average number of full-time equivalents per year), with 12,628 hires in France and almost 19,500 across Europe in 2024. La Poste Groupe is one of the largest employers in the French job market. The group’s employees all contribute to its success, the achievement of its strategic objectives and the proper performance of its public service missions.

The terms “employees”, “staff” and “postal workers” used in this section refer to all employees, whether civil servants or subject to private law employment contracts. Discussion of non-employees generally refers to temporary workers, and specific mention is made in that event in this standard.

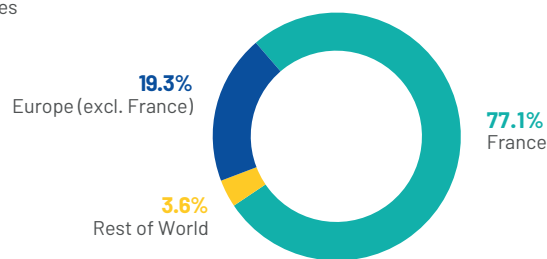
The double materiality assessment confirmed what the group’s social management strategy has consistently shown, namely that all matters relating to the people who work every day to satisfy its customers are material.

The group’s employees work in several business lines and subsidiaries, the vast majority in France, but others in Europe and the rest of the world.

Breakdown of the workforce by business line in 2024



Breakdown of the workforce by geography in 2024



Average workforce (FTE)	Europe (excluding France)	France	Rest of World	Total
Corporate (support functions)	0.0%	3.2%	0.0%	3.2%
Services-Mail-Parcels	0.4%	42.8%	0.0%	43.2%
Geopost	18.3%	4.0%	2.7%	25.1%
La Banque Postale	0.4%	8.4%	0.8%	9.6%
Retail Customers & Digital Services	0.2%	18.7%	0.1%	19.0%
TOTAL	19.3%	77.1%	3.6%	100.0%

The following IROs were identified through the double materiality assessment. ESRS 2 requires the assessment of IROs on a gross basis in accordance with the methodology provided for the double materiality assessment. The group’s policies, actions and objectives dating back several decades make it possible to reduce risks and turn them into opportunities for employees.

Challenges for La Poste Groupe	Impact on stakeholders	Financial risks for the group (resulting from impacts)
Improving well-being at work and protecting occupational health and safety	<ul style="list-style-type: none"> ● Occupational health and safety ● Quality of life at work and employee well-being ● Freedom of association and the right to collective bargaining ● Employee pay and benefits 	<ul style="list-style-type: none"> ● The lack of a policy and actions to prevent accidents and preserve the occupational health of employees could have a negative impact on the company's operational performance. La Poste has accordingly implemented action plans to reduce the number of workplace accidents and to preserve the occupational health of its employees ● Restricting freedom of association and the right to collective bargaining could have a negative impact on working conditions, which is why La Poste promotes continuous and constructive social dialogue and has made freedom of association a key principle of its human rights policy ● La Poste aims to have a positive impact on employees by ensuring fair pay reflecting each person's contribution, as well as benefits including company health and welfare insurance, reservation of social housing and assistance for commuting
Promoting diversity, inclusion and equal opportunities	<ul style="list-style-type: none"> ● Non-discrimination in the management of employees' careers (based on gender, age, health status or disability, sexual orientation, origin, politics, trade union membership or religious convictions) ● Non-discrimination in recruitment (based on gender, age, health status or disability, sexual orientation, origin, politics, trade union membership or religious convictions) ● Inclusive working environment (individual arrangements, training and support) to facilitate the inclusion of employees (accessibility for people with disabilities, arrangements for people subject to arduous conditions, etc.) 	<ul style="list-style-type: none"> ● La Poste Groupe has a direct impact on diversity, inclusion and equal opportunities within its workforce. It promotes and applies, both internally and externally towards customers, the values that underpin its corporate culture, values that are at the heart of the group's purpose as a mission-led company, namely openness, consideration, fairness, accessibility, proximity, service and trust. Failure to promote these values or to reinforce them through its actions could lead to employee disengagement, a loss of motivation and pride, and a deterioration in the perception of well-being at work
Anticipate skills needs and promote career paths	<ul style="list-style-type: none"> ● Acquisition/loss of skills and know-how: La Poste invests in the training of postal workers and uses internal mobility systems to enable them to move to new professions and develop their employability 	<ul style="list-style-type: none"> ● Implementation of HR systems to develop the employability of postal workers by training them in key skills that are in high demand. Failure to implement these measures could undermine the confidence and engagement of employees, who are the driving force behind the company's transformation and who stand to benefit from this transformation through support in the form of career development plans

The potential IROs identified are fully integrated into the human resources strategy and more generally into the group, which has been working for several years to prevent possible risks in the workplace and to develop the engagement of its people. The measures implemented aim to enhance well-being at work, protect the health and safety of postal workers, promote diversity, inclusion and equal opportunities, anticipate skills requirements and encourage career development within La Poste Groupe. Together, these actions and the commitment of postal workers contribute to the group's success and the achievement of its strategic objectives.

They are true to the group's DNA and its purpose, for which people and proximity are central: "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." These actions are also drivers of the group's performance, operational excellence and service continuity objectives. Finally, they support the development of skills to meet emerging challenges such as the growth of e-commerce, digital technology and new services.

In the double materiality assessment, impacts are by definition applicable in all the countries in which the company operates. La Poste Groupe is committed to preventing, reducing and remediating these impacts and the associated risks through its social policies and associated actions, such as:

- improving the quality of life and well-being of employees: ensuring that each postal worker enjoys a working environment that fosters their engagement;
- preserving the physical and mental health of postal workers: preventing the risks of workplace accidents or occupational illness. For this risk, causal analyses are performed so that corrective and preventive actions adapted to the activity can be implemented;
- remunerating employees: paying attention to the implementation of a system of fair pay reflecting the contribution of each individual and the economic situation of the company;

- developing the employability of postal workers through the acquisition of skills and new know-how: addressing the risks related to automation, digitalisation and the emergence of new technologies requires a significant training effort encompassing a range of programmes including a sequence devoted to the group’s strategic plan, “La Poste 2030, committed for you”, which aims to train 100% of postal workers in the use of digital technology, data and AI by 2025;
- guaranteeing freedom of association and the right to collective bargaining: these freedoms and rights are the cornerstone of the group’s social responsibility, the values it upholds, and the commitments enshrined in its policy to defend human rights and fundamental freedoms.

La Poste Groupe’s international activities are carried out mainly by Geopost subsidiaries in more than 50 countries worldwide, and by La Banque Postale to a lesser extent. As a transport and delivery company, Geopost is committed to ensuring that human rights are respected in the countries where it operates.

La Poste Groupe addresses these issues for all employees through group-wide policies. They are then adapted to the specific context and challenges of each business line and subsidiary. In the Services-Mail-Parcels business line, which provides logistics and distribution services, the preservation of occupational health and safety has been established as a management system to prevent workplace accidents and reduce arduous conditions in the most exposed professions. In the Retail Customers & Digital Services business line, a plan to combat disrespectful and rude customer behaviour is now in place to reduce the risks of workplace accidents and absenteeism among customer service representatives in daily contact with 10 million customers.

La Poste Groupe has also implemented policies and actions specifically for employees who may be more vulnerable⁽¹⁾.

Policies related to own workforce [S1-1] and taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions [S1-4]

La Poste Groupe has defined a number of social policies rooted in the reality of its businesses and regions. Contributing to the management of identified impacts, risks and opportunities, they help to shape the company culture and enhance the value of work and of people, thereby promoting social cohesion.

As the group has a multi-activity business model, the implementation of these policies and the management of the IROs defined above are adapted to the specificities of each business line (Services-Mail-Parcels, Retail Customers & Digital Services, Geopost – notably through its Employer of Choice programme – and La Banque Postale and its subsidiaries). Particular attention is paid to the most vulnerable employees (integration of people with disabilities, policy favourable to caregivers, social housing, etc.), and the group nurtures ongoing social dialogue with its employees and their union representatives to ensure that social policies align with the real needs of employees.

Working conditions and respect for fundamental rights

Respect human rights

La Poste Groupe places its social responsibility and commitments in this area at the heart of its business model and strategic plan. In 2021, La Poste became a mission-led company, demonstrating its determination to have a positive impact on society as a whole. Protection, respect and promotion of human rights are the cornerstones of the group’s social responsibility. It is committed to respecting the human rights and fundamental freedoms of its employees, customers and business partners alike, wherever it operates. These rights are recognised and described in a number of national and international conventions and commitments: the principles of international human rights treaties, the provisions of the International Labour Organization’s fundamental conventions and the United Nations Guiding Principles on Business and Human Rights. As a signatory of the United Nations Global Compact since 2003 and the Charter for Responsible Supplier Relations and Purchasing since 2022, the group has pledged to:

- prevent all forms of harm to human rights and ensure that it is not a party to human rights violations;
- prohibit any form of psychological or physical abuse and, more generally, any form of inhuman, cruel or degrading treatment;
- prohibit any form of forced or compulsory labour, child labour, and human trafficking;
- prohibit all forms of discrimination, on the grounds of gender, age, health or disability, pregnancy, sexual orientation, nationality, social background, membership of a community, political, trade union or religious beliefs;
- defend freedom of association and the right to collective bargaining and engage in meaningful social dialogue;
- promote adequate pay;
- prohibit any form of invasion of privacy.

Responsibility for implementing this policy, which applies to all postal workers – who are promoters and beneficiaries on a daily basis – falls to the Chairman and CEO and the members of the Executive Committee.

The group’s human rights policy also places great emphasis on respect for its employees’ freedom of association and their right to collective bargaining. These fundamental rights cover the four categories of principles and rights enshrined in the Declaration on Fundamental Principles and Rights at Work adopted by the ILO Member States and upheld by La Poste. The group respects laws governing freedom of association and the right to collective bargaining and union rights:

- La Poste defends freedom of association and the right to collective bargaining in accordance with the legal texts and contractual terms applicable to the company in this area;
- La Poste defends its employees’ right to collective bargaining to protect their social rights.

(1) See paragraph “Policies and actions related to diversity, inclusion and equal opportunities”.

Additionally, on 22 July 2024, Geopost signed a first global amendment with UNI Global Union, extending the initial agreement signed in 2017. The amendment strengthens Geopost's sustainability objectives concerning environmental and social issues and reinforces its commitment to its employees and partners with regards to human rights, working conditions, transparency and responsibility.

Internationally, La Poste Groupe conducts its activities in compliance with the labour legislation of the countries in which it operates. If local provisions limit the protection of human rights within the meaning of international standards, the group seeks the best solutions to achieve this protection.

The group's Duty of Care Plan takes into account the assessment of risks of serious violations of human rights and fundamental freedoms in its activities. Each year, La Poste Groupe updates its Duty of Care Plan in accordance with the French duty of care law relating to parent companies and subcontracting companies⁽¹⁾, and shares it with employee representatives in the Social Dialogue Commission. In 2024, this Commission met on 6 February and in 2025 at the Central SEC meetings held on 29 January and 6 March 2025.

The process involves mapping the risks of violations of human rights and fundamental freedoms. Identified risks are addressed through prevention and mitigation measures reported in the Duty of Care Plan. Risk mapping informs the group's Duty of Care Plan and risk prevention systems. The Duty of Care Steering Committee oversees these processes at group level.

At the same time, to prevent potential human rights violations, employees are regularly made aware of the group's human rights commitments through internal communication campaigns and training.

La Poste Groupe is committed to ongoing dialogue with its employees and their representatives⁽²⁾.

Health, safety and well-being at work

As an extension of its commitment to human rights, La Poste strives to guarantee fair and respectful working conditions for all its employees. Improving well-being at work and safeguarding their health and safety are key priorities. These objectives are at the heart of the "La Poste, committed with employees" social agreement signed on 4 May 2021 and extended by amendment until 31 March 2025. This is reflected in the well-being at work and working conditions policy applied to all La Poste Groupe employees, based on three main pillars.

Health protection

The group considers the protection of the occupational health of postal workers as a prerequisite for all its activities and strives to ensure good working conditions and a safe working environment. Practical actions to improve the working environment and preserve occupational health and safety are implemented in each business line and subsidiary, and adapted to their activities.

Quality of life and sustainable living conditions

The group aims to achieve sustainable improvements in the working conditions and well-being of its employees. To this end, it promotes high-quality, long-term, full-time employment. This approach is guided by two principles: limiting the use of non-employees to specific cases of long absences or spikes in activity, and favouring internal mobility in the event of difficulties in certain activities. For example, when Mediaposte's printed advertising preparation and distribution activity declined sharply, its employees were transferred to the Services-Mail-Parcels business line.

Work-life balance

The group implements measures to enhance well-being at work and guarantee health and safety at work for postal workers.

It applies the rules on working hours laid down by law or by collective agreement. In France, the law establishes a 35-hour working week. The group respects this maximum working time, with a minimum rest period of eleven consecutive hours between two shifts, and has applied the right to disconnect⁽³⁾.

The group implements measures to limit time exposed to certain aggravating occupational risk factors, including night or half-night work (which concerns less than 2% of its workforce) and the restriction of shifts exceeding nine hours.

In addition, rules on home-working were introduced by a collective agreement in 2013. This was later renewed by an amendment and allows people to work from home for up to two days a week when their jobs are suited to this type of arrangement. It has also signed an agreement to support postal workers who are caring for others, giving them more flexible working hours and a better work-life balance. People who wish to work part-time can choose to do so, with the agreement of their manager and depending on organisational factors.

This policy is implemented by the Executive Vice President, Head of Human Resources, and the human resources directors of the business lines, and is available to anyone who wishes to consult it on La Poste Groupe's institutional website.

All business units and subsidiaries apply and implement the group's human resources policies, sometimes adapting them to the specific nature of their business. The Services-Mail-Parcels business line has an occupational health and safety management plan to prevent the risk of accidents. The Retail Customers & Digital Services business line pays particular attention to preventing disrespectful and rude customer behaviour in post offices. And La Banque Postale pays close attention to information overload. These rules fall within the legal and regulatory framework laid down in the French Labour Code, as well as the rules applicable in the relevant business sector, such as the National Collective Agreement for Banking for La Banque Postale and/or sector agreements. As part of its Employer of Choice programme, Geopost has strengthened its commitment to gender equality and work-life balance.

As one of the cornerstones of its well-being at work policy, the group is committed to preventing occupational risks and ensuring a safe working environment for postal workers. To this end, it has implemented a comprehensive and coordinated accident prevention system based on three pillars:

- ergonomics and safety of equipment;
- organisation and work environment; and
- training in safe work practices.

(1) See 2024 URD Section 4.3 "Duty of Care Plan".

(2) See paragraph "Processes for engaging with own workforce and workers' representatives [S1-2] and processes to remediate negative impacts [S1-3]".

(3) Source: "La Poste, committed with employees" agreement of 4 May 2021 extended by amendment until 31 March 2025 and the 2013 home-working agreement renewed by amendment on 6 October 2023.

Postal workers are covered by the prevention approach as soon as they join the company (training from their first day on the job) and each time they change workstations, thanks in large part to impact studies carried out in a multidisciplinary approach with prevention officers and occupational physicians, and shared with employee representatives sitting on occupational health and safety commissions. As part of the health and well-being safeguarding measures it has put in place for postal workers, La Poste has also introduced "career and health" medical check-ups so as to foresee any health difficulties and find support for the person concerned, if necessary. To ensure a high quality work environment, the group also puts in place strict measures to provide the right equipment and facilities and make sure that the highest health and safety standards are applied. This system ensures that changes in work organisation take place under the best possible conditions for all stakeholders.

At the same time, the prevention of psychosocial risks and arduous work is a key focus of the "La Poste, committed with employees" collective agreement. Accordingly, a number of initiatives have been implemented to prevent risks to the health and safety of employees and to improve well-being at work.

Strengthening of the prevention of psychosocial risks and harassment

This policy aims to preserve the mental health of employees and was behind the Well-Being at Work Essentials (a psychosocial risk prevention initiative), work-related discussion forums and psychological support systems (network of social workers, 24/7 helpline). A new national impact assessment method for evaluating the physical and mental health of employees serves as a framework for these actions whenever a project brings about change. The group also ensures the quality of interpersonal relationships within and between teams, and between employees and managers. Managers are trained to maintain work collectives based on La Poste's values, such as listening, recognition and fairness. The group relies on a well-being at work mediation service and a network of "kindness ambassadors" to prevent conflicts. In 2021, the group became the first to have its team of mediators certified by the Mediation and Arbitration Centre. Some of its actions are permanent, while others have a specific deadline. Actions are monitored on a monthly basis, analysed by the Quality and Working Conditions Committee (QWCC) every four months and reviewed every year to adjust actions to outcomes.

Strengthening the prevention of accidents and incapacity

Actions have been introduced for all group employees to improve the effectiveness of accident risk prevention and to reduce the risk of business interruption or reduced business performance related to the physical and mental health of employees. This requires analysing the root causes of accidents, improving workstation ergonomics and making the management of prevention and occupational health services more robust. The policy on disrespectful and aggressive behaviour has also been strengthened, with targeted support for the most exposed sites and greater psychological support for victims of assault. This measure concerns La Poste SA's postal workers first of all, especially those in contact with customers, in metropolitan France and overseas. These actions led to a reduction in assaults (by 12%) and rude customer behaviour in post offices in 2024. Once the causes have been analysed, corrective action is taken to improve working conditions, such as the deployment of robots or safety devices, or awareness-raising to prevent the incident from occurring again. The group's key managers have objectives based on the improvement of presenteeism. The reduction of accidents and the frequency rate are reflected in the roadmap sent by the Chairman and CEO to all managers in the company. Absenteeism and accident reporting is in place at all levels of the company.

Corresponding targets are set, and corrective action plans are drawn up if they are not met. These actions, which cover all group employees, are analysed every four months by the Quality and Working Conditions Committee and reviewed every year to adjust actions to outcomes.

Improving situations revealed by absenteeism among women

Achieving improvements of this nature requires attention to physical constraints, the prevention of certain forms of rude customer behaviour, support for parents and caregivers (people who have to provide support, care or assistance to someone close to them, such as children or parents because of a disability or dependency) and preventive approaches to women's general health. The group implements corrective actions to prevent the risk of higher absenteeism among women, such as adapting workplaces to their build and size, and evaluating support measures. Actions are monitored monthly, reported to the Quality and Working Conditions Committee every four months and reviewed annually.

Taking the ageing of the population into account

Addressing the ageing of the population requires the implementation of actions reflecting the health and abilities of older employees, improving the sustainability of the business and introducing comprehensive health policies. With the increase in retirement age, the group is paying more attention to retaining older employees (people over 56 now represent nearly 30% of the group's workforce).

Remuneration

One way of improving working conditions is to guarantee an adequate wage for all employees. The group has introduced a remuneration policy based on the values of fairness, transparency, recognition of individual performance and contribution, and the guarantee of equal pay for men and women. Implemented by each of the business line directors, it takes into account each person's professional background, expertise, performance, level of responsibility and professional environment. La Poste Groupe is a signatory to the United Nations Global Compact and regularly discusses remuneration issues with employee representative bodies. All postal workers can consult the remuneration policy and the elements relating to equal pay in a dedicated guide on the intranet.

The group is committed to fair and equitable remuneration, and the basic pay of postal workers is always above the minimum wage in the countries where the group operates. Practical actions taken by La Poste SA include:

- special allowances for postal workers based on the characteristics of their place of residence (overseas, Corsica, border areas, metropolitan areas, etc.) and their family circumstances (number of dependent children);
- contribution to postal workers' access to information technology through the payment of a monthly allowance;
- increases to postal workers' remuneration by means of specific benefits, including meal allowances, housing assistance (particularly for new employees), home-working allowances, transport allowances (sustainable mobility package, transport allowance for the use of a personal vehicle) and the promotion of carpooling (two partnership agreements signed with platforms);
- co-financing of the collective health and welfare protection scheme;
- employee savings plan (group savings plan and retirement savings plan) including an employer contribution;
- support for postal workers experiencing difficult life events through one-off financial assistance, either repayable or non-repayable.

To ensure that everyone understands their total remuneration, the management principles and rules are documented, easily accessible and communicated through the individual social report.

Agreements give postal workers a stake in the group's performance. On 17 June 2024, a new incentive agreement was signed at La Poste SA for the 2024-2026 period to strengthen value sharing. It has four pillars:

- the company's financial performance;
- the quality of customer relations;
- action for the environment; and
- quality of working life for postal workers.

A collective agreement on gender equality at La Poste SA was signed with the trade unions for the 2022-2025 period to promote equal career opportunities for men and women by improving gender balance across all professions and developing a policy to facilitate the access of women to the highest levels of the company. It aims to ensure equal pay for women and men. La Poste Groupe has signed the Diversity Charter and implements several diversity and inclusion measures, including seven key performance indicators, such as monitoring the gender pay gap worldwide. As part of the mandatory annual negotiations, a specific amount is earmarked for catch-up measures to correct gender pay gaps.

The time horizon for most of these actions is until the end of 2025, with quantitative and qualitative metrics to track progress, such as the gender equality index, the gender pay gap and a gender equality survey. Data relating to pay mainly reflects the situation of the group's entities directly employing more than 500 full-time equivalents (FTE), i.e., La Poste SA and the 33 main subsidiaries employing more than 90% of the group's workforce, broken down as follows: 82% in France, 11% in the rest of the European Union and 7% in the United Kingdom, Brazil, South Africa and Switzerland.

Diversity and inclusion

Diversity, inclusion and equal opportunities policy

The policy stems from the company's core values of openness, consideration, fairness, accessibility, proximity and service. The group aims to be a responsible and inclusive employer, with the following objectives:

- ensuring equal opportunities for everyone, throughout their careers, in all of the group's business lines and at all levels of the organisation;
- promoting inclusive talent management based on skills and merit;
- combating stereotypes and creating an inclusive environment in which all postal workers can express themselves, regardless of their gender, age, health or disability status, origin, sexual orientation or gender identity;
- supporting all postal workers in the fight against harassment and violence (toll-free counselling helpline, measures to protect postal workers who suffer harassment and sanctions against the person responsible, support for victims of domestic violence).

The group's policy was updated in 2024, in line with four key principles:

- combating discrimination and stereotypes as the cornerstone of efforts to promote inclusion;
- promoting equal opportunities;
- fostering an inclusive working environment;
- contributing to the development of an increasingly inclusive society.

The group's policies explicitly address the various types of discrimination and reaffirm its commitment to their elimination and to ensuring equal treatment for all. The Diversity, Inclusion and Equal Opportunities (DIEO) policy covers all types of discrimination, including racial and 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.

The group's internal rules, which are brought to the attention of all employees, establish the basic principles for preventing discrimination and prohibit it in all forms. The internal rules also refer to the whistleblowing system⁽¹⁾, which can be used by any postal worker who is the victim of internal or external discrimination, or who witnesses discrimination.

This policy also lays the foundation for inclusive management, which is a key aspect of the group's commitment. Seven skills are assessed for all managers in the group: giving meaning, collaborating, recognising, being customer-focused, supporting career development, promoting innovation and empowering. A dedicated training programme is now in place⁽²⁾.

The highest hierarchical level responsible for the Diversity, Inclusion and Equal Opportunities policy is the Chairman and CEO, who delegates its implementation to the Deputy Chief Executive Officers, including the Head of Human Resources.

The group has made commitments regarding equal opportunities, career development, gender balance, the fight against all forms of sexism and the promotion of equal rights. As a result of these commitments, women accounted for 51.5% of the workforce at La Poste SA and 46.4% of the group worldwide, and 39.6% of senior management, in 2024. La Poste Groupe is also a signatory of the Diversity Charter created in 2004 in the wake of the Institut Montaigne report on the issue.

These commitments are being implemented in the business lines through a range of initiatives. For example, as part of its Together & Beyond strategic plan, Geopost has launched its Employer of Choice programme, which includes a pillar dedicated to Diversity, Equity & Inclusion, with a focus on gender equality in the workplace as one of its priorities. In 2021, Geopost held its first International Inclusion Week, inspired by three subsidiaries, DPD UK, DPD Poland and SEUR. This annual event brings together all 34 subsidiaries around diversity, equality and inclusion initiatives, with more than 180 initiatives on gender balance, professional equality and work-life balance. Geopost is also supported by intercompany resource providers and think tanks: Association Française des Managers de la Diversité (AFMD), Entreprises pour la Cité and Club Landoy. Accredited bodies audit and certify its actions and commitments: the Diversity and Equal Opportunities Charter, signed in January 2024 (Entreprises pour la Cité), and the 50+ Charter (Club Landoy). In October 2024, Geopost joined the Financial Times and Statista "2025 Diversity Leaders" European ranking. Its subsidiaries have also received awards, including DPD Poland from Forbes and DPD France from Capital.

(1) See paragraph "Processes for engaging with own workforce and workers' representatives about impacts [S1-2] and processes to remediate negative impacts [S1-3]".

(2) See paragraph "Skills".

Since 2019, the Services-Mail-Parcels business line has held the Afnor Diversity Label (renewed in October 2024), which guarantees high standards in working conditions and a commitment to continuous improvement in combating discrimination and promoting diversity not only for the near-100,000 postal workers within the business line, but also for external stakeholders (suppliers, customers, partners, etc.). Between 2023 and 2024, La Poste's diversity was embodied by the postal workers featured in a poster campaign, displayed at all sites. The Services-Mail-Parcels business line is committed to increasing the number of women in management positions, with a target of 50% female post office managers by 2025.

Intercompany resource providers and think tanks also support La Banque Postale with their expertise: AFMD, Entreprises pour la Cité, etc. Accredited bodies audit and certify its actions and commitments: the Diversity and Equal Opportunity Charter, signed in 2013 (Entreprises pour la Cité), the L'Autre Cercle Charter for LGBT+ employees, signed in 2024, and the STOPE Initiative (AFMD) to combat ordinary sexism, signed in 2022.

In its Diversity and Inclusion policy, the group makes specific commitments in favour of the inclusion of vulnerable groups, with a series of measures to provide support to those who need it most. These commitments are reflected in the signing of important social agreements negotiated with the trade unions:

- the eighth collective agreement for the employment of people with disabilities, 2023-2025: signed unanimously by the trade unions and La Poste SA, this agreement has been approved by the Regional Department for the Economy, Employment, Labour and Solidarity (DRIEETS). It confirms La Poste's commitment to remain the leading employer of people with disabilities, with 13,513 employees concerned in 2024. Within La Poste SA, the percentage of people with disabilities covered by the company's employment obligations was 9.76% in 2024, compared with 9.33% in 2023 and a statutory requirement of 6%. The agreement aims to facilitate the integration and career development of postal workers with disabilities throughout their careers. It strengthens job retention schemes by establishing partnerships with public stakeholders, while promoting an inclusive and disability-friendly working environment. Particular attention is paid to supporting people with mental health problems and single parents with disabilities. Measures implemented include active recruitment of persons with disabilities, specific actions to keep them in their jobs and the use of public schemes to expand career opportunities;
- the second agreement on improving work-life balance for postal workers with caregiving responsibilities for the 2024-2026 period: the unanimous agreement between union representatives and La Poste SA on work-life balance for caregiving postal workers aims to give these employees greater flexibility in the organisation of their work (days off, work-from-home arrangements, flexible working hours, internal mobility) and provides access to a solidarity fund offering days of leave gifted by other employees to enable them to care for a seriously disabled or dependent relative.

Workplace gender equality

The group has a long-standing commitment to gender equality in the workplace, and has taken a number of practical steps to promote gender balance and combat sexism. La Poste SA and trade unions have signed a fifth collective agreement on gender

equality in the workplace covering the 2022-2025 period. This agreement sets four objectives:

- increase gender balance at the highest levels of the company and develop gender diversity in all jobs;
- confirm zero tolerance of sexism in the company and develop support for postal workers who are victims of violence;
- support parenthood and work-life balance;
- strengthen preventive health measures for postal workers.

Each year, La Poste and the signatory unions organise monitoring committees for each agreement to evaluate the actions carried out in the previous year and draw up an action plan for the current year. In 2024, La Poste SA maintained its score of 94/100 on the gender equality index (law of 5 September 2018). La Banque Postale scored 92/100 and CNP Assurances 100/100.

The group's commitment to diversity, inclusion and equal opportunities is reflected in practical actions to guarantee non-discrimination in career management and recruitment, and to promote an inclusive working environment respectful of everyone. These actions help to promote positive outcomes in three key areas:

- inclusion of people with disabilities;
- workplace gender equality;
- improvement of the work-life balance of postal workers with caregiving responsibilities.

To promote gender balance in all professions and at all levels of the company, the group has created the Parité Un Une network. This gender equality network, with 500 active members, organises communication, training and awareness-raising activities to achieve its objective of 40% female senior executives by the end of 2025. It distributes a newsletter to 31,000 people and produces audio programmes (aired as podcasts) to raise employees' awareness of gender equality.

The group has a policy of zero tolerance towards sexism and has implemented a comprehensive system to prevent and combat this phenomenon, based on a range of tools:

- a guide on sexism, which presents the tools and the persons who should be contacted in order to report sexist behaviour;
- the inclusion of a dedicated module on combating sexism and gender stereotypes in the training on workplace gender equality for HR managers and representatives of the CSE. A shorter version is also available to all postal workers;
- sexism prevention workshops;
- a tool for employees to report sexist acts and comments at La Poste at <https://declaration-sexisme.laposte.fr>; and
- "meandyoutoo", a self-assessment tool rolled out in 2023 and 2024 to enable postal workers to identify in just a few minutes exactly what is – and what is not – sexist behaviour or sexual harassment. By the end of 2024, 6,154 postal workers had completed their self-assessment. La Poste is also taking part in the #StOpE initiative against everyday sexism in the workplace, which enables best practices to be shared and promoted. The initiative involves more than 200 committed companies.

At the same time, the group promotes the inclusion of LGBT+ (lesbian, gay, bisexual, trans) people and supports its employees regardless of their sexual orientation or gender identity. Following the signing of the agreement, La Poste included an LGBT+ section in its workplace gender equality agreement, giving LGBT+ postal workers the same parental rights as other postal workers. There was also a focus on combating stereotypes related to sexual orientation or gender identity. La Poste signed the L'Autre Cercle Charter in early 2022. The Charter commits signatory companies to:

- creating an inclusive environment for LGBT+ employees;
- guaranteeing equal rights and equal treatment for all employees regardless of their sexual orientation or gender identity;
- supporting employees who are victims of discriminatory comments or acts;
- measuring progress and sharing best practices to improve the broader working environment.

La Poste has participated in the last three L'Autre Cercle surveys in 2020, 2022 and 2024.

These various initiatives are factors in promoting gender equality in the workplace, combating absenteeism and promoting a more inclusive working environment.

Lastly, La Poste is committed to supporting victims of domestic violence through numerous practical actions in metropolitan and overseas France:

- the group has developed and distributed a guide to identifying and supporting postal workers who are victims of domestic violence. Released on 25 November 2024, it aims to raise awareness on the subject among postal workers and to provide information on support systems;
- on 25 November 2024, the group partnered with non-profit organisation Un Abri qui Sauve des Vies (a shelter that saves lives) to protect and support postal workers who are victims of domestic or family violence by offering them emergency accommodation and personalised support;
- La Poste and La Banque Postale have launched an experiment in the Hauts-de-France region to enable victims of domestic violence to open a bank account in less than 48 hours, thereby ensuring their financial autonomy. The experiment will be extended to the Île-de-France (IDF), Nouvelle-Aquitaine and Provence-Alpes-Côte d'Azur regions in 2025;
- as an active member of OneInThreeWomen (OITW), La Poste has joined the leading European network of companies committed to combating domestic violence, led by Fondation Agir Contre l'Exclusion (FACE). It has signed the Charter of commitment against gender-based violence. On 27 November 2024, La Poste organised a hackathon for OITW to create turnkey systems for reaching SMEs and VSEs, drawing on the network of suppliers and partners of large signatory companies. Divided into three groups, postal workers put forward several purpose-ready initiatives for OITW.

The group provides cross-functional training to its staff on non-discrimination policies and practices. This training has a particular focus on middle and upper management to raise awareness and address resolution strategies for preventing and addressing systemic and incidental discrimination.

The group regularly assesses the impact of its diversity and inclusion initiatives through surveys, barometers and monitoring systems.

For example, La Poste regularly conducts surveys to assess the situation with regard to sexism within the company. The most recent survey, conducted in 2024, provided a point of comparison with the 2022 survey, allowing the impact of awareness-raising campaigns and the relevance of the measures taken to be assessed. The results show the situation to be stable, with 14% of employees claiming to be victims of sexism.

With regard to the inclusion of LGBT+ people, La Poste took part in L'Autre Cercle's national survey on the inclusion of LGBT+ people in the workplace. Conducted between 22 January and 14 February 2024, the survey measured the climate of inclusion for LGBT+ people at La Poste, compared the perceptions and expectations of LGBT+ people and their allies, and confirmed postal workers' awareness of inclusion schemes. The results show progress compared with 2022, with 74% of LGBT+ postal workers saying they are visible in their professional environment and 91% of postal workers considering La Poste to be "LGBT-friendly".

Reports relating to all issues that could have an impact on discrimination are monitored at group level (jointly by the Compliance and Human Resources departments). Reports are followed up and may result in disciplinary action, as provided for by the law and regulations.

Inclusion of employees with disabilities

The group has implemented a number of programmes and initiatives for its employees with disabilities.

A support programme for postal workers with mental health problems includes training activities for managers and HR teams, and awareness-raising activities for all postal workers. The aim is to provide managers and HR teams with the necessary tools to support postal workers with mental health problems, to create a climate of understanding and inclusion within the company, to combat stigma and to enable postal workers to report their problems in order to receive better support.

For the 2022-2025 period, within the La Poste SA and La Banque Postale scopes, a group of 900 "test" postal workers with disabilities is working to change our vision of disability by demonstrating the value and potential of postal workers with disabilities, to improve the accessibility of products and services for customers and employees, and to move from a logic of compensation to a vision of value creation by postal workers with disabilities. Eight tests were carried out in 2024, and one more is to come. La Poste won the PostEurop CSR award in the Employees category for this initiative.

An initiative to evaluate the use of patient therapeutic education for postal workers with serious health problems is designed to help them understand and manage their condition, and facilitate a successful return to work. It aims to strengthen job retention systems and combat absenteeism. The evaluation involves health personnel from La Poste and Zest for Life. The quantitative results of this action will be reported at a later date.

Partnerships have been developed with specialised organisations:

- Association for the management of funds for the integration of persons with disabilities (Association pour la Gestion des Fonds pour l'Insertion des Personnes Handicapées - Agefiph), which is part of the French Ministry of Labour, to create a working environment adapted to people with disabilities (more than 13,000 of whom work in the group). The group is working with Agefiph to create a framework for the use of exoskeletons to keep postal workers suffering from musculoskeletal disorders (MSD) in their jobs. The aim is to strengthen job retention systems and combat absenteeism. In 2024, a postal procedure for the introduction of an exoskeleton in a work situation was developed;

- with the National Disability & Employment Council of Specialised Placement Organisations (Conseil National Handicap & Emploi des Organismes de Placements Spécialisés - CHEOPS): the group has signed an agreement to facilitate relations between Cap Emploi and La Poste. The aim of this initiative is to find more employment solutions for postal workers with disabilities or at risk of losing their jobs and to promote the employment of people with disabilities.

Finally, between May and December 2024, the Retail Customers & Digital Services business line conducted an experiment to raise awareness of disabilities (deafness, depression, dyslexia, visual impairment, motor disability, obesity) using virtual reality (MDR-A_02 and MDR-A_03). The aim is to raise employees' awareness of the experiences of people with disabilities, identify discriminatory behaviour and promote inclusion. It contributes to La Poste's Diversity and Inclusion Policy and the fight against absenteeism. The quantitative results of this experiment will be monitored to measure the benefits (MDR-A_05).

La Poste measured the perception of people with disabilities through a survey carried out by BVA in 2024. The 10,202 postal workers covered by the obligation to employ people with disabilities were given the opportunity to complete a self-administered online questionnaire. Over 3,300 employees did so. The results showed an improvement in almost all areas since 2022: 84% of postal workers feel well integrated (+4 points), 79% have explained their disability to their manager, who was attentive in 84% of cases (+4 points and +3 points compared with the previous survey). Workstations are modified when requested by occupational physicians in 82% of cases (+10 points).

Improving the work-life balance of postal workers with caregiving responsibilities

Since 2017, La Poste SA has been working to identify postal workers with caring responsibilities in order to grant them a specific status and give them access to the company's support systems. By the end of 2024, 5,000 postal workers had been supported and had at least one caregiver certificate. Between 1 October and the end of 2024, the group piloted a digital peer-to-peer support platform for postal workers with caregiving responsibilities in the Auvergne-Rhône-Alpes region. Developed in partnership with Elpyoo, it aims to help postal workers with caregiving responsibilities have their status recognised, facilitate peer-to-peer exchanges and provide information on available support. The results of this experiment will be published in 2025 (MDR-A_05).

In 2025, La Poste plans to take this initiative further by identifying and valuing the skills acquired by postal workers in their role as caregivers. To this end, it plans to develop a questionnaire that will be sent to caregiving postal workers to identify the skills developed and assess their level of maturity, in collaboration with the La Mutuelle Générale Foundation and the companies in the Observatoire Solidaire working group. This initiative aims to recognise the achievements of caregivers, facilitate their professional development and combat absenteeism. The results of this action will be analysed in 2025.

Skills

La Poste Groupe is committed to creating the conditions for fulfilling careers for postal workers within the group. This includes individual support for their mobility projects and career development initiatives tailored to their needs.

Human resources planning agreement

The group anticipates the consequences of changing internal and external economic realities.

To keep pace with future developments, the group pursues and develops a forward-looking approach to human resources, which it updates annually. It draws on the work of the Jobs, Skills and Qualifications Observatory, which is tasked with identifying changes in jobs and skills in the business lines' activities and the implementation of the group's strategy.

The internal mobility and recruitment support teams monitor the needs of the business lines and develop training programmes for postal workers (qualification and/or retraining pathways). Diversity metrics are also used to monitor trends in recruitment, promotion and training.

Each year, postal workers meet with their manager to identify the skills they have and those they need to acquire for their job. An individual development plan is then drawn up to bridge the gap between the two. Short- and medium-term career development plans are discussed during this meeting, and the actions required to achieve them are formalised in a professional development plan. The purpose of this process is to measure the effectiveness of measures taken to anticipate skills needs and to facilitate the career paths of postal workers, notably by driving the development of digital culture and training in new technologies and by developing internal mobility.

As part of the human resources planning process, 64 priority functions (known as "recruiting" functions) were identified in 2024 and were the subject of specific communication with employees. Specialised recruitment systems (signposted pathways, pioneer programmes, talent pools) are in place to facilitate internal mobility and recruitment for these key positions. This approach to human resources planning enables La Poste to anticipate changes in its businesses and ensure the availability of the skills required for its development.

La Poste applies the same forward-looking approach to the management of jobs and career paths as to gender balance at local level. Regional committees for the forward-looking management of jobs and careers bring together the various stakeholders within the group (business lines and subsidiaries). In 2024, La Poste plans to reinforce this approach by supporting more than 1,000 retraining processes and by training all human resources managers in this approach, which allows La Poste to anticipate changes to jobs and adapt its human resources to the transformations underway.

Skills development

The group's skills development policy is the cornerstone of its human resources management and is based on a training offer that is regularly updated and adapted to the group's needs in order to enable each employee to progress and develop his or her employability in a threefold approach:

- alignment with the group's strategic plan;
- consideration of changes in the activities associated with the employee's job;
- consideration of the employee's career plan.

With three in-house training organisations, the group is able to offer training courses that meet the company's needs and are tailored to each employee, regardless of their career path. Much of this training is accessible on a self-service basis, allowing everyone to play a proactive role in their own development. The training catalogue is designed and delivered in accordance with the quality standards set by QUALIOPI (the government-approved certifier) and the National Register of Professional Certifications (RNCP), giving their qualifications recognition equivalent to a government-recognised degree or certificate.

Each year, the group devotes a significant proportion of its payroll to its training programme (close to 4% on the group's Europe⁽¹⁾ scope and 5% at La Poste SA).

To develop the employability of postal workers by promoting skills development:

- La Poste has implemented a continuing training strategy to develop the skills of its employees and promote their employability. In 2024, 93.4% of La Poste SA employees had access to training. Within the group, more than 4.5 million hours of training were provided, equivalent to almost 650,000 training days. La Poste offers a range of training formats, with a stable balance between online, face-to-face and other formats. The increase in the number of postal workers trained and the volume of training in 2024 demonstrates La Poste's commitment to supporting its employees in the face of market developments and the company's transformation;
- La Poste has also taken specific action to develop the skills of its support functions and to assist them as the company transforms itself. In 2024, 36,324 days of training were provided to 16,379 support function employees. The investment in training and the number of people trained reflect the focus on training for support function staff, with the introduction of new dedicated training courses, available as individual modules or as structured programmes. The aim of strengthening the skills of the support function is to improve its performance and enable it to contribute more effectively to the success of La Poste's strategy;
- lastly, the group is investing to develop the skills of its managers to prepare them for the changes underway and strengthen their ability to lead their teams. In 2024, 30,077 days of training were provided to 19,146 La Poste managers. A structured onboarding programme is offered to new managers: 1,064 new managers were trained in 2024 (compared with 1,095 in 2023). La Poste continued its efforts in 2024, focusing on the development of a shared managerial culture, the acquisition of future skills (CSR, AI/Data) and the optimisation of the training catalogue. This training effort aims to improve the quality of management and provide effective support for the company's transformations.

To drive the development of digital culture and training in new technologies:

- La Poste is committed to developing its employees' digital culture through digital training. By the end of 2024, a cumulative total of 75% of postal workers had received at least four hours of digital training. More than 70,000 postal workers have completed

the "Objectif IA" course; more generally, 100,000 postal workers have received digital training. The aim is to train all postal workers by the end of 2025. These training initiatives contribute to La Poste's digital transformation and the adaptation of employees' skills to new market challenges;

- La Poste is diversifying its training methods, notably through the use of digital learning to develop employees' skills and facilitate access to training. In 2024, 87.2% of La Poste SA learners took at least one distance-learning course, mainly online courses or virtual classes. Following its introduction in the Retail Customers & Digital Services business line, mobile learning is now being rolled out in the Services-Mail-Parcels business line, particularly for postal carriers. In 2021, the group set up a data/AI school to train postal workers and external learners in the professions of data analyst, scientist and engineer. In 2024, 120 students (60 men and 60 women) were trained with partners in new technologies and from the social and solidarity economy, such as Simplon, Hetic, Wild Code School and Social Builders, which supports young people marginalised in the job market.

Finally, the group provides its employees with training on non-discrimination policies and practices, prioritising middle and senior management. This training aims to raise awareness and address resolution strategies to prevent and combat systemic and incidental discrimination through case studies, role-playing and conflict resolution tools. Examples of the training offered include:

- "Recruiting without discriminating": training for local HR staff and managers to raise awareness of non-discrimination in their recruitment practices;
- "Diversity, what does it mean?" diversity awareness training for all postal workers;
- "Gender equality and the fight against sexism": training for local managers and HR people;
- "Disability": awareness training for all postal workers.

Career development and internal mobility

To enable employees to be proactive in their career development, the group creates the conditions to encourage initiative: a fluid internal job market website, internal mobility rules formalised in a charter and an intranet site dedicated to professional development.

The group supports internal mobility, both within and between its business lines, to promote the professional development of its employees and meet the needs of its various businesses. In 2024, 20,435 postal workers changed jobs within the group. Several key events dedicated to promoting internal mobility are organised each year to inform employees about opportunities, present new professions and bring together recruiters and candidates. In 2024, La Poste worked to strengthen mobility between the group's different business lines, to integrate AI tools to modernise and simplify its tools, and to broaden the perspectives of the Caisse des Dépôts subsidiaries. Internal professional mobility was up 3% in 2024 compared with 2023. This internal mobility policy contributes to La Poste's flexibility and adaptability by allowing employees to progress within the group and develop their skills.

(1) The group's Europe scope includes La Poste SA (parent company), the group's subsidiaries in France and the group's subsidiaries in other European countries.

The development of the employability of postal workers is a major challenge in the group's risk management system and is regularly monitored in terms of impact, risks and opportunities. To enhance the employability of our people, internal retraining programmes are in place to enable them to progress, obtain professional qualifications and change jobs within the group. La Poste knows that some people may face greater difficulties than others in acquiring new qualifications and skills. It therefore implements appropriate support measures to promote equal opportunities and enable everyone to develop their potential.

The group has begun to take practical steps to mitigate the effects of climate risks on its staff:

- an analysis of IROs related to global warming, the results of which were presented at a seminar of the Executive Committee;
- awareness-raising and training actions for staff;
- an action plan to anticipate the impact of climate change: business continuity and resumption plans, anticipation of more significant changes, both to services and equipment, and the impact in terms of employee health and safety.

These policies are implemented by the Executive Vice President, Head of Human Resources, in coordination with the Sustainability Department, which is responsible for assessing climate impacts on the group's activities, ensuring compliance and providing strategic oversight of the related human resources.

Processes for engaging with own workforce and workers' representatives about impacts [SI-2] and processes to remediate negative impacts [SI-3]

The group has established various dialogue mechanisms on all issues that impact employees, as well as with employee representatives through ongoing and constructive social dialogue. Social dialogue is one of the five pillars of the group's human resources policy: "Promoting ongoing, constructive social and economic dialogue with employee representatives: the quality of social dialogue is an integral part of the life and development of La Poste".

French law 2022-449 of 22 November 2022 aimed at supporting the implementation of Social and Economic Committees (SEC) radically changed the rules of social dialogue and reformed employee representative bodies, with the creation of statutory representative bodies within La Poste SA, structures that already existed in its main subsidiaries. Social dialogue is based on the establishment of bodies whose proper functioning is key, with the aim of ensuring better representation of the interests of stakeholders, employers and employees.

In its organisation of social dialogue, La Poste chose to go beyond its legal obligations by appointing 1,500 local representatives to reflect the granularity of its local presence and facilitate the handling of local requests.

A series of negotiations with the trade unions were held to define the organisation, working methods and resources of the Social and Economic Committees in order to ensure that trade union and employee representation activities are carried out in the best possible conditions. Particular attention was paid to the coordination and complementarity of the various bodies set up at all levels of the company. These negotiations resulted in a contractual framework structured by the signing of ten collective agreements (method, architecture, social dialogue, union rights, elections, economic, social and environmental database, etc.).

Since 25 October 2024, social dialogue has been conducted, within the framework of the agreement signed on 28 September 2023, with union representatives and delegates appointed by the representative trade unions at three levels: national (central), local (entity), and site or service level, within 32 entity social and economic committees (SEC-E) and one central SEC (SEC-C).

The agreements of 28 November 2023 and 18 December 2023 on the conditions and organisation of social dialogue with trade unions define the conditions under which social dialogue is conducted directly between company representatives and employee representatives.

La Poste and the other entities of the group negotiate with the employee representatives on the subjects and with the frequency prescribed by law (mandatory annual negotiations, incentive schemes, management of employment and career paths, etc.) and on other subjects of interest to employees and the company (gender equality, home-working, housing, caregivers, etc.). These negotiations can lead to the signing of collective agreements. Dialogue within the SECs takes place within the framework of a social agenda communicated to employee representatives at the start of the year, and can be conducted within thematic committees (health and safety, working conditions, employment training, gender equality, diversity and disability, environment, economic, social and cultural activities, and housing). The group's main entities then draw up social reports, reports on the comparative situation of men and women, and a professional equality index. These documents are shared with employee representative bodies and are available to postal workers on the group's intranet.

The group holds information/consultation meetings with employee representative bodies to present major projects that are subject to impact studies designed to assess how transformation projects will affect employees. Led by managers, these multidisciplinary studies involve the postal workers and employee representatives concerned as well as the health and safety officer.

Prior to the transition to statutory employee representative bodies, there was already a Group Strategic Dialogue Committee, which facilitated interaction between Executive Management and employee representatives at group level. This committee meets at least twice a year, after the annual and interim accounts are closed. Group-level strategic bilateral meetings are held regularly between executive management and each representative trade union to discuss the group's strategic challenges and outcomes.

The Head of Employee Relations in the Group Human Resources Department is responsible for the quality of social dialogue and the weekly monitoring of the social climate. The Labour Law Director monitors external developments in case law and legal developments (new laws and regulations, etc.).

The group monitors industrial disputes at local and national level. The level of industrial unrest within the group is low and steadily decreasing (2024: 0.2 days/employee per year at national level and 0.18 days/employee at local level). In the event of a strike, a business continuity plan is implemented, subject to the conditions permitted by the right to strike, to ensure continuity of service for customers. Specific information and dialogue systems are then set up with external stakeholders (including customers and local elected officials) to inform them of the terms of the business continuity plan. Dialogue with employee representatives is then intensified in order to identify the terms for resolving the conflict and the conditions for a return to work by striking employees.

Dialogue with the workforce

The group has established a number of dialogue mechanisms on all high-impact topics to ensure ongoing communication and to take into account the expectations and concerns of employees. The group adopts a dialogue-based approach with its employees, to share and explain its strategy and results while giving employees the opportunity to ask questions and raise concerns. It is based on the following multi-level systems:

- postal workers and employee representatives meet regularly at all levels of the company with the Chairman and Chief Executive Officer and the Executive Committee, to discuss the company's strategy and economic and social progress, including at individual sites to discuss local issues;
- the Chairman and CEO and managers make regular site visits to talk to teams;
- specific programmes are in place in the business lines, such as "Échangeons" (Let's talk) in the Services-Mail-Parcels business line for the 2023-2024 period, and "Tous présents" (All present) in the Retail Customers & Digital Services business line, giving management the opportunity to explain the meaning of its policies and its vision of the strategy and the outcomes;
- managers and their teams meet regularly, with a daily brief, and weekly and bilateral meetings between the manager and his or her colleagues;
- annual satisfaction surveys carried out by the business lines and the group, including the engagement survey sent to all employees in the group;
- for each new strategic plan, a participatory approach involving all postal workers allows their views and suggestions to be taken into account, both in discussing outcomes and building new strategic pillars.

These initiatives are designed to ensure ongoing communication and to take account of employee expectations and concerns. Each year, the group's engagement survey collects the views of all employees on different aspects of work and their environment. The results of the survey are then used to identify areas for improvement and to implement corrective actions.

The group is committed to social inclusion through its Diversity, Inclusion and Equal Opportunities policy⁽¹⁾. It aims to take into account the situation of each individual, paying particular attention to the most vulnerable people (in particular people with disabilities and caregivers) and to different categories of employees, such as women, older people or people returning from long periods of sick leave. The group has implemented several systems to assist employees facing all kinds of situations, including the "APALA" approach (Before, During, After) in the event of absence due to illness, and has set up an internal network of 170 social workers to help postal workers facing difficulties (such as support in administrative procedures or financial assistance).

Whistleblowing system

In addition to dialogue-based approaches, the group has set up a number of systems to allow postal workers to raise their concerns or whistleblow. These different channels help to ensure that reports are dealt with as quickly as possible. In accordance with applicable laws and its internal Code of Conduct, the group has established a whistleblowing system. It is available in several

languages and is accessible to all employees around the clock. Some entities have a system separate from the group platform, based on BeSignal. Geopost uses SafeCall, while CNP Assurances uses Integrity Line. These systems allow for the receipt and processing of internal and external reports and were the subject of consultation with trade unions and employee representative bodies through social dialogue forums throughout 2024 following the introduction of France's Waserman law on the protection of whistleblowers. They allow employees to speak to an ethics officer in a safe and confidential environment if they so wish. To combat violence against women, a free and anonymous helpline is available on 3919.

The annual engagement survey allows group employees to express their level of satisfaction. It also provides the basis for action plans to improve the working environment, well-being at work, work-life balance, training, working relationships and ESG (environmental, social and governance) policies. At La Poste SA and La Banque Postale, employee representatives can collect postal workers' requests anonymously to protect them from any retaliation. Postal workers can raise concerns with their manager at any time. Several channels exist to address physical and mental health, quality of life and well-being:

- a 24/7 helpline;
- a protocol, recently reissued to employees, for dealing with situations of moral or sexual harassment;
- a network of social workers with whom employees can speak directly, or occupational physicians;
- a postal worker support email service for help with a problem;
- the annual engagement survey, which includes questions on occupational health and safety, and well-being at work.

With regard to freedom of association and the right to collective bargaining, union delegates are present in all entities and can be contacted by employees. They are responsible for collective bargaining with company representatives. In the event of failure to respect freedom of association and the right to collective bargaining, employee representatives may contact the company representatives responsible for ensuring that these rights are respected. If a dispute remains unresolved, they can turn to their line managers and the competent authorities. Weekly monitoring is conducted to ensure that rights relating to freedom of association and collective bargaining are respected.

Postal workers can address any questions or complaints about their pay to their local HR officer. Within La Poste SA, they can send questions via the dedicated service (national functional support). The group monitors the nature of complaints and takes the necessary corrective measures. An internal measure of satisfaction (internal Net Promoter Score - NPS) is calculated to assess the quality of pay systems.

Several channels are also available to address needs in terms of acquiring new skills: the local manager or HR, a digital training platform accessible to all postal workers. Dedicated career development support teams are available throughout the country to help postal workers with their career or retraining plans. Employees are offered reassignments within the group when they wish to reposition, and can receive support if they wish to move outside the group.

(1) See paragraph "Policies related to own workforce [S1-1] and taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions [S1-4]".

SUSTAINABILITY STATEMENT

Social information

The employment policy and its new aspects are presented annually to employee representatives for information and consultation. Local human resources managers at the various sites ensure the existence of feedback channels (complaints, requests, etc.). The group monitors its actions by tracking key metrics on a weekly, monthly and annual basis. Annual reports are reviewed each year by the Occupational Health and Safety Commission (OHSC), which brings together company and employee representatives.

Remediation process

The group has a number of processes in place to prevent identified or proven impacts and to address any incidents that may occur.

To prevent risks to physical and mental health, the group has implemented an action plan that includes the evaluation of occupational risks (*évaluation des risques professionnels* - EVRP), the creation of the Single Document and the Annual Programme for the Prevention of Occupational Risks and Improvement of Working Conditions (*Programme annuel de prévention des risques professionnels et d'amélioration des conditions de travail* - PAPRI Pact). It also includes workplace discussion forums and the Quality and Working Conditions Essentials approach, which are designed to anticipate psychosocial risks and promote collaboration with doctors, nurses, ergonomists, managers and HR for preventive action. The group also addresses and corrects risks through regular reviews and/or following incidents, using root cause analysis and corrective action plans.

The group regularly measures employees' perceptions of well-being at work. Action plans are implemented to correct any pain points expressed by employees following this evaluation.

Freedom of association and the right to collective bargaining are among the fundamental principles that the group is committed to upholding, in accordance with the policy of human rights and fundamental freedoms and all the basic texts it has adopted (Code of Conduct, internal rules, social agreements, etc.).

On the question of pay:

- La Poste SA takes inflation into account in each round of mandatory annual negotiations and may take special measures. For example, it adopted the Sustainable Mobility Package to promote more environmentally friendly modes of transport and increased the first bracket of the transport allowance for the use of a personal vehicle by 25% in 2024. The scale of mileage allowances has been revised in line with changes in fuel prices;
- La Poste SA's 2024 incentive agreement with the trade unions was adapted to take better account of the economic context and to be more consistent with the group's financial and non-financial metrics.

Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [S1-5]

For each of the main areas of human resources policy, La Poste Groupe sets objectives and targets covered by action plans and regular monitoring to assess performance.

Topic	Targets	2023	2024	2030 targets
A caring group	Freedom of association and the right to collective bargaining			
	Social cohesion, quality of constructive and ongoing social dialogue	>0.5 d/employee	0.2 d/employee	Maintenance of constructive social dialogue and limited industrial action
	Number of days per employee per year (national and local level)		0.18 d/employee	
	Occupational health and safety of employees (group, Europe scope)			
	Incident frequency rate	17.9 ^(a)	17 ^(b)	Y+1<Y
	Quality of life at work and working conditions			
	Measured via the engagement survey (score out of 10)	6.7	6.8	7
A qualifying group	Professional equality			
	Gender balance in the workforce: gender balance among senior executives	38.20%	39.60%	50%
	Diversity/inclusion: La Poste SA scope			
	Employment rate of people with disabilities (government mandated): high level of integration	9.33%	9.76%	>6%
	Integration in employment			
	Number of young people aged under 30 recruited or taken on (permanent or temporary contracts, work-study students, trainees)	16,800	24,000	Maintaining engagement
	Developing employability			
Number of employees completing training courses leading to certification (cumulative)	1,360	3,400	6,000	
A group committed to performance and people-oriented innovation	Career development			
	% of postal workers benefiting from internal mobility	13%	13.41%	≥ N-1
	Exemplary management			
	Promote empowerment and initiative			
Engagement score measured via the engagement survey	65%	63%	≥ 60%	
CSR				
Perception by each employee of teams' commitments to reduce ecological impact (implementation of actions, engagement survey)	71%	71%	80%	

(a) 2023: group Europe scope.

(b) 2024: group worldwide scope.

Objectives and targets are set with the heads of the business areas based on the group's challenges and are the subject of joint roadmaps, the outcomes of which are analysed with the managers responsible for the corresponding action plans.

Quality of life and working conditions measured via the engagement survey (score out of 10)

- Target-setting process: metric included in the "La Poste 2030, committed for you" strategic plan. The metric is included in the Chairman and CEO's roadmap, set each year by the group's Executive Committee, and then incorporated into the objectives of all managers.
- Dialogue with stakeholders to define the target: actions related to well-being at work are shared with employee representatives during information sessions on the results of the postal worker engagement survey, one metric of which is the well-being at work score (a score from 1 to 10 assigned by all postal workers in the group).
- Performance vs prior year: improvement.
- Lessons learnt or improvements made: the action plans implemented are useful for improving the work environment (all elements contribute to better consideration of well-being at work, whether material, managerial, the clarity of objectives or relationships within teams, etc.).

Professional equality

Gender balance in the workforce: achieve gender balance among senior executives

- Target-setting process: metric included in the "La Poste 2030, committed for you" strategic plan, defined annually in the Chairman and CEO's roadmap, validated by the group's Executive Committee.
- Dialogue with stakeholders to define the target: the metric is set by Executive Management and the target is defined through stakeholder engagement, notably through the engagement of the internal network for the promotion of gender balance in all jobs and at all levels of the company. This network comprises ambassadors throughout the group and is sponsored each year by a member of the group Executive Committee.
- Performance vs prior year: improvement.
- Lessons learnt or improvement: consolidation of progress on gender balance in jobs where women are particularly under-represented (e.g., creation of the data/AI school with candidates and an internal network responsible for promoting gender balance).

Diversity, inclusion and equal opportunities

Employment rate of people with disabilities (government mandated): high level of integration

- Target-setting process: actions are determined based on topics shared in the group's Diversity & Inclusion Committee, which brings together all business lines.
- Dialogue with stakeholders to define the target: mandatory reports are presented to employee representative bodies (e.g., report on the calculation of the gender equality index).
- Performance vs prior year: improvement.
- Lessons learnt or improvements made: each action is reviewed annually to identify areas to explore further with a view to continuous improvement.

Career development

Number of young people hired or taken on (permanent or fixed-term contracts, work-study students, interns)

- Target-setting process: recruitment levels are set each year based on the company's needs and expected departures.
- Stakeholder engagement to define the target: the employment aspect and its evolution are presented during information/consultation meetings with the La Poste SA SEC-C (Central Social and Economic Committee) on the company's strategy and during the information/consultation meeting on social policy.
- Performance vs prior year: maintain the level of recruitment, notably to promote the integration of young people into employment.
- Lessons learnt or improvements made: La Poste updated its employer brand in 2024, a key factor in its attractiveness in the job market and among new graduates. It has been awarded several trophies and labels in recognition of its commitment as an Employer of Choice.

Employability

Adaptation of jobs to opportunities for each postal worker: internal mobility

- Target-setting process: objectives depend on the transformation projects undertaken by the group; internal mobility must be predominant among the various recruitment methods.
- Stakeholder engagement to define the target: the metric presented to the monitoring committee of the "La Poste, committed with employees" social agreement.
- Performance vs prior year: more than 10% of postal workers benefit from professional mobility each year (average).
- Lessons learnt or improvements made: actions are being developed to encourage postal workers to ask about development opportunities. For the past two years, the mobility week has been extended to the entire group and La Poste has taken part in the Caisse des Dépôts mobility week.

Integration in employment

Number of employees who have embarked upon innovative career paths

- Target-setting process: needs reported by each business line in the Training/Skills Development Committee.
- Dialogue with stakeholders to define the target: arrangements agreed to in the "La Poste, committed with employees" social agreement and implemented in all work units.
- Performance vs prior year: progression, extension of the number of pathways to new professions.
- Lessons learnt or improvements made: selection process, support for the individual during their retraining pathway, integration.

Exemplary management

Engagement score measured via the engagement survey

- Target-setting process: responses from all employees in the annual engagement survey.
- Stakeholder engagement to define the target: results presented annually to all employees in all work units and to employee representatives for information.
- Performance vs prior year: at least the same or better.
- Lessons learnt or improvements made: progress must be similar for non-managers.

SUSTAINABILITY STATEMENT

Social information

Promote empowerment and initiative

Perception by each employee of teams' commitments to reduce ecological impact (implementation of actions, engagement survey), Partner of Choice

- Target setting process: lower approval thresholds to allow decisions to be made as close to the customer as possible.
- Stakeholder engagement to define the target: arrangements presented to all employees and employee representative bodies for information.

- Performance vs prior year: scope at least equal and/or increasing in number of postal workers concerned.
- Lessons learnt or improvement: ensure risk control after the event.

La Poste ensures that its practices do not have a negative impact on its workforce in several ways, including the assessment of occupational risks (EVRP), which is regularly updated and serves to identify the impact of activities on employees at each site. In addition to these warning systems, it has deployed a network of "kindness ambassadors" (600 by 2025, and 1,000 eventually), tasked with preventing any negative impacts in work units.

Characteristics of the undertaking's employees [S1-6]⁽¹⁾

Gender	Number of employees (head count)	
	At 31.12 (individuals)	Average workforce in 2024 (individuals)
Male	116,699	117,237
Female	134,643	133,244
Other	3	N/A
Not reported	24	24
TOTAL NUMBER OF EMPLOYEES	251,369	250,506

Number of employees ^(a) (head count)	Number of employees (head count)	
	At 31.12 (individuals)	Average workforce in 2024 (individuals)
France	201,328	194,223
Europe	42,865	42,352
Rest of World	7,176	13,930
TOTAL NUMBER OF EMPLOYEES	251,369	250,506

(a) Scope: countries where the undertaking has at least 50 employees representing at least 10% of its total workforce.

Number of employees (individuals)	2024									
	Male		Female		Other		Not reported		Total	
	At 31.12	Average	At 31.12	Average	At 31.12	Average	At 31.12	Average	At 31.12	Average
Number of employees	134,643	133,244	116,701	117,237	3	0	24	24	251,369	250,527
Number of permanent employees	124,805	124,667	109,955	110,932	0	0	23	23	234,783	235,622
Number of non-permanent employees	9,836	8,586	6,746	6,317	3	0	1	1	16,586	14,905
Number of non-guaranteed hours employees	-	-	-	-	-	-	-	-	-	-
Number of full-time employees	120,648	-	95,084	-	3	-	24	-	216,759	-
Number of part-time employees	13,993	-	21,617	-	0	-	0	-	35,610	-

Workforce	Number of departures in 2024 (individuals)	Percentage of departures in 2024 (turnover rate)
Employee departures	34,055	14.3%

(1) Presentation of information: the group presents the characteristics of its employees in the AR 55 table format of ESRS S1.

Methods and assumptions used to compile data

A three-tier hierarchical consolidation is performed to calculate the representativeness of each S1 metric as a percentage of consolidated revenue. The metrics cover 98% of the workforce and 99.2% of revenue. 2% of the workforce (consolidated by entity by the Finance Department), representing 0.8% of consolidated revenue, is not included in the scope for calculating S1 metrics. As in previous years, a very limited number of subsidiaries encountered difficulties in reporting information from foreign entities (e.g., Russia).

The scope of coverage is narrower for a very limited number of metrics:

- disability: coverage of 97.7% of the workforce and 94.9% of revenue;
- discrimination (number of complaints filed through the National Contact Points for OECD Multinational Enterprises and amount of fines, penalties and compensation for damages resulting from incidents of discrimination): coverage of 72.7% of employees and 51.7% of revenue (no data reported by Geopost on either metric).

CNP Assurances' reporting was carried out on a comprehensive basis (no breakdown by subsidiary) with some France/Europe/Rest of World workforce metrics as of 31 December 2024. Four consolidation levels have been created (CNP Assurances France/CNP Assurances Europe/CNP Assurances Rest of World/CNP Assurances Global).

All Lenton group entities (Geopost business line) were consolidated in a single report and included in the "Lenton" consolidation level, attached to its most representative scope (Europe excluding France).

For the various La Poste SA entities, certain metrics were consolidated at the La Poste SA level (training, maintenance, temporary workers) and included in the La Poste SA consolidation level. The metric covers more than 96% of the workforce and 95% of revenue (excluding pay).

The number of employees is stated in head count or full-time equivalent (FTE). The number of employees is calculated in FTEs based on the statutory monthly working hours for the calculation of certain reporting metrics, such as the incident rate. In line with the social protocol, the number of FTEs is the number of people present in the company at the end of each month whose contracts have not been suspended. These are generally paid employees. A person is counted as 1 if they work full time and in proportion to their working time if they work part time. The number of employees only includes internal employees; temporary workers are excluded. It is declared at the end of the reporting period, notably to reflect the characteristics of the workforce (age, gender, etc.). For certain calculations, it is declared on an annual average FTE basis (e.g., incident data to estimate the number of hours worked).

The data calculated is compared with prior years to identify and explain any variations. For this first year, certain metrics were compared with the figures published in the 2023 Non-Financial Statement (NFS), where the scope is equivalent and the same calculation rules apply.

The group's FTE workforce is used for the charts by business line and geography. Only one country (France) accounts for more than 10% of the workforce. In H1-6_01, the workforce is broken down into three main regions (France/Europe/Rest of World) and the main revenue reporting areas.

Characteristics of non-employee workers in the undertaking's own workforce [S1-7]

Data for temporary workers is reported below (S-1-7_01 and S-7_03). These employees do not have a direct employment contract with La Poste Groupe, as they are provided by temporary employment agencies or are self-employed workers, who represent a very small proportion of the workforce (less than 1% in 2024). The total reported in data point S-1-7_01 is therefore equivalent to that of S-1-7_03 due to the very small number of self-employed workers.

	FTE temporary workers
Number of non-employees (temporary workers) in own workforce	23,824
Number of non-employees (temporary workers) in own workforce – people provided by companies mainly engaged in employment activities	23,824

Methodological details concerning data relating to non-employees

Based on the expenses recorded for the use of temporary employees in euros by business line⁽¹⁾, the number of FTEs is obtained by dividing the total amount of monthly expenses by the average unit cost calculated by business line. The number is reported in time equivalents. Given the source of the data described in data point S1-7_06, this is an estimate of the number of average monthly FTEs based on financial expenditure recorded in euros divided by an average unit cost per business line.

Within La Poste Groupe, self-employment is no longer a common employment model (less than 1% of the group's workforce). The group uses temporary workers to manage fluctuations in its business volumes. This is especially the case for logistics, to cope with spikes in activity in parcel distribution at the end of the year or during periods of sales and promotions, etc. The nature of the jobs breaks down as follows: 70% front office functions (parcel deliverers, processing agents, etc.), 10% back office (Mail-Parcel production facilities), the rest in the subsidiaries.

The use of different forms of employment is backed up by a policy that goes beyond financial management to factor in non-financial considerations such as the quality of the integration of temporary workers, training, organisation and well-being at work or working conditions. Relations with temporary employment agencies are governed by agreements that comply with La Poste Groupe's Responsible Purchasing Charter.

The monthly amount of expenditure is entered in the accounting item specifically created for expenditure on the group's temporary employees.

(1) Source: La Poste Groupe Finance Department.

SUSTAINABILITY STATEMENT

Social information

Collective bargaining coverage and social dialogue [S1-8]

Percentage of employees covered by 2024 collective bargaining agreements: 90.80%

Coverage Rate	Collective bargaining coverage	
	EEA ^(a) employees	Non-EEA ^(a) employees
	for countries with more than 50 employees accounting for more than 10% of the total workforce	estimate for regions with more than 50 employees accounting for more than 10% of the total workforce
0-19%		
20-39%		
40-59%		
60-79%		
80-100%		France

(a) European Economic Area.

Percentage of own employees covered by collective agreements by region

France	98.87%
Europe (excl. France)	55.65%
Rest of World	75.15%
TOTAL	90.80%

Percentage of employees in the country (EEA) covered by employee representatives: 94.20%

On 21 June 2017, La Poste Groupe signed a majority collective agreement with the CGT, CFDT, FO, CFE-CGC, CFTE unions for the creation of a Group Strategic Social Dialogue Commission (CDSG) composed of 21 employee representative members. This committee met regularly until 31 October 2024, the date of transition to the statutory Representative Bodies. In 2025, La Poste will start negotiations on the creation of a group works council.

Percentage of own employees in the (non-EEA) region covered by collective agreements: 75.15%

Social dialogue

Coverage rate	(for countries with more than 50 employees accounting for less than 10% of total employment)	Workplace representation (EEA only)
0-19%		
20-39%		
40-59%		
60-79%		
80-100%		France

Diversity metrics [S1-9]

	Breakdown of employees in executive management	
	Number	%
Male employees	217	60.40%
Female employees	142	39.60%
TOTAL EMPLOYEES	359	100%

Number of employees	Breakdown of number of employees by age group	
	Number	%
under 30	35,656	14.2%
30 to 49 years	116,495	46.3%
50 and above	99,218	39.5%
TOTAL NUMBER OF EMPLOYEES	251,369	100%

Executive management is defined for the group by the Human Resources Department. It includes N-1 and N-2 senior managers of members of La Poste Groupe Executive Committee.

According to the La Poste collective agreement, position III C covers "engineers or senior managers exercising either:

- general responsibilities, or responsibility for one of the largest local entities, or for one of the very important local or specialised entities, or those of a major project of national scope;
- responsibilities placing them directly with a senior manager of the public operator and involving them in the development of strategic or policy choices or the definition of the organisation of a given area or set of activities;
- responsibilities as a very high-level expert or consultant."

Adequate wages [S1-10]

La Poste Groupe ensures that La Poste SA and all its subsidiaries pay their staff in accordance with the minimum rates laid down by law and/or collective agreements in each country. The adequacy⁽¹⁾ of minimum wages is the responsibility of the relevant governments and sectors, taking local purchasing power into account. La Poste SA takes into account the characteristics of the place of residence (overseas territories, Corsica, border areas, metropolitan areas, etc.) and the family circumstances of employees (number of dependent children) by paying an appropriate monthly income supplement. It also provides all its employees with access to information technology through the payment of a monthly bonus.

None of the group's employees⁽²⁾ receive a fixed wage below the level of an adequate wage.

Persons with disabilities [S1-12]

Gender	Number of employees with disabilities	Employees with disabilities (as a %)
Men	4,991	3.5%
Women	8,522	6.9%
Other	-	-
Not reported	-	-
TOTAL	13,513	5.0%

The data is compiled in accordance with the principles laid down by Agefiph, a joint body established by the French law of 10 July 1987 to promote the professional integration and continued employment of persons with disabilities in private sector companies. By 31 January of the following year at the latest, the social security body informs La Poste of the number of employees recognised as having disabilities. This head count is reported in the nominative

social declaration (Déclaration Sociale Nominative - DSN) and concerns all forms of employment specific to the company (permanent contracts, fixed-term contracts, interns, apprentices) to allow the social security body to notify La Poste SA of the percentage of employees covered by the obligation to employ people with disabilities.

Training and skills development metrics [S1-13]

Gender	Number of annual performance reviews	Annual performance reviews (as a %)
Men	93,154	69.9%
Women	95,010	81.0%
Other	-	-
Not reported	24	100.0%
TOTAL	188,188	75.1%^(a)

(a) Rate for the group scope; for La Poste SA, the rate is over 95%.

Gender	Number of training hours	Average number of training hours per employee
Men	2,076,707	16
Women	2,461,325	21
Other	-	-
Not reported	2,575	107
TOTAL	4,540,608	18

(1) Adequate wages (CSRD Annex of 26 July 2024, S1-10 § 69) are fixed elements of recurring remuneration guaranteed to all employees.

(2) Employees are civil servants, on permanent or fixed-term contracts, excluding work-study students and trainees. Non-employees are not included in the scope of consolidation for 2024.

SUSTAINABILITY STATEMENT

Social information

Health and safety metrics [S1-14]

Percentage of people in its own workforce who are covered by the undertaking's health and safety management system based on legal requirements and/or recognised standards or guidelines in 2024: 99.9%

Number of fatalities in its own workforce as a result of work-related injuries and work-related ill health in 2024: 8

Number of recordable work-related injuries for own workforce in 2024: 7,089

Recordable incident rate for own workforce (frequency rate) in 2024: 17.0

Work-life balance metrics [S1-15]

Gender	% of eligible employees (excluding work-study students)	% of eligible employees taking family leave
Men	99.97%	7.90%
Women	99.93%	9.10%
Other	100%	0%
Not reported	100%	0%
TOTAL	99.9%	8.4%

Within the La Poste Groupe scope, 99.9% of employees are eligible for family leave: the relevant provisions are set out in the joint agreement and are the subject of an HR guide (last updated in September 2024).

Compensation metrics (pay gap and total compensation) [S1-16]

Gender pay gap in 2024: 4%

Annual total remuneration ratio in 2024: 23%

To calculate the two compensation metrics:

- the workforce is converted into full-time equivalents (FTE) on the basis of time spent in the company (excluding unpaid absences) during the calendar year;
- the full-time equivalent salary is calculated after eliminating outliers or non-meaningful data. It is expressed in euros. For subsidiaries outside the euro zone, the amount is translated at the exchange rate on 31 December;
- the pay taken into account to calculate the pay gap⁽¹⁾ includes fixed and variable components, allowances and additional allowances (housing, home-working, transport, meals, etc.) and accessories (monetisation of leave, benefits in kind, etc.);
- the calculation of the annual total remuneration ratio⁽²⁾ takes into account incentives and profit-sharing, the company's contribution to employee savings and, for relevant subsidiaries, possible awards of shares or stock options.

La Poste Groupe's metric is a headcount-weighted average of the metrics of the consolidated entities (see list below). Only the 31 entities with an average annual workforce of more than 500 FTEs are included in the scope of consolidation. These consolidated entities account for more than 93% of the group's total workforce. The consolidated gender pay gap⁽³⁾ is 4% in favour of men. This is actually close to equal pay, as a gap of less than 5% can be deemed not material in view of the method of calculation, the diversity of professions and professional status (employees and civil servants), and the complexity of the markets in which the group operates. Within La Poste SA, the pay gap is 1.6% in favour of men. Based solely on employees (excluding civil servants) and fixed pay, the gap is zero.

In 2022, La Poste SA signed an agreement on workplace equality, which sets out new commitments for the 2022-2025 period. In particular, this agreement aims to give women and men equal

career opportunities by improving the gender balance in all professions and developing a policy allowing women to access the highest positions in the company. It also aims to ensure equal pay for men and women by allocating a special amount each year, as part of the mandatory annual negotiations, to correct pay gaps between men and women. The group employs over 226,000 people, most of whom work in logistics, transport or distribution. Less than 20% of employees are managerial grade. As a result, median employee remuneration is significantly lower than average remuneration, which pushes up the consolidated annual total remuneration ratio⁽¹⁾. It was 23 in 2024.

Incidents, complaints and severe human rights impacts [S1-17]

Violations of human rights and fundamental freedoms are monitored. When such violations lead to convictions or compensation, the group monitors them financially through incident management, as it does for compliance incidents.

The Audit, Risks and Compliance Department carries out this monitoring every four months, with an annual report drawn up by La Poste Groupe's Ethics Officer (incident management process). A channel for reporting compliance incidents has been established and is subject to regular joint monitoring by the group's Compliance and Human Resources departments. This management is shared with the risk officers of each of the group's business lines and functional departments. It is presented to the group Risk Committee at least twice a year. All risk officers are familiar with this incident reporting mechanism, which has been in place for several years. No serious human rights incidents affecting own workers have occurred.

(1) Gender pay gap (CSRD Appendix of 26 July 2024 S1-16 § 97-A) = (average pay level of male employees - average pay level of female employees) / (average pay level of male employees).

(2) Annual total remuneration ratio (CSRD Appendix of 26 July 2024 S1-16 § 97-B) = (highest paid individual) / (median annual total remuneration for all employees excluding the highest-paid individual).

(3) The gender pay gap (CSRD Appendix of 26 July 2024 S1-16 § 97-A) is defined as the difference of average pay levels between female and male employees, expressed as percentage of the average pay level of male employees.

Discrimination	Value for 2024
Number of incidents of discrimination, including harassment	274
Total number of complaints filed through whistleblowing channels	242
Number of complaints filed through the OECD National Contact Points for Multinational Enterprises ^(a)	1
Amount of fines, penalties and compensation for damages resulting from incidents of discrimination ^(a)	€31,000
Number of human rights incidents	0
Number of incidents relating to UN rights	0
Amount of fines resulting from human rights incidents	0
Number of serious human rights violations	0

(a) Based on a scope covering 75% of La Poste Groupe employees.

No serious violations of human rights or fundamental freedoms were identified in 2024.

1.1.3.2 Workers in the value chain [S2]



Material impacts, risks and opportunities and their interaction with strategy and business model [ESRS 2 SBM-3]

La Poste builds relationships of trust across all of its geographic regions, and particularly among small and medium-sized businesses in France, which account for 80% of its portfolio.

The group handles a volume of purchases representing close to €16 billion⁽¹⁾ in France and abroad, from more than 50,000 suppliers in France of all sizes and operating in all industries: transport and delivery, manufacturing and logistics, construction, renovation, cleaning services for post office premises, IT, temporary employment and others.

In its capacity as a purchaser, the group monitors the working conditions and respect for the fundamental rights of workers throughout its value chain. With the aim of increasing its positive impact and preventing risks to workers in its value chain, La Poste Groupe has included in its strategic plan "La Poste 2030, committed for you" the objective of further strengthening its responsible purchasing practices.

For several years now, the group has been addressing issues related to workers in its value chain through policies and action plans that it continuously updates and fine-tunes. The double materiality assessment⁽²⁾ identified the following material impacts and risks related to workers in the value chain:

- Impacts:
 - suppliers' working conditions;
 - subcontractors' working conditions;
 - improving internal practices and supplier relations;
 - influence over suppliers and service providers in terms of social and environmental practices;
- Risks:
 - reputational damage in the event of violation of rights/poor working conditions in the supplier or subcontractor chain;
 - increased costs and risks of legal proceedings in the event of non-compliance with employment laws and regulations in its chain of suppliers (duty of care) or subcontractors;
 - business disruption and financial costs due to shortages of skilled labour caused by a large number of part-time or seasonal workers or the temporary shutdown or reduction in operations of a major service provider or supplier.

The workers in the group's value chain who are subject to material impacts are the employees of suppliers and subcontractors, and currently mainly correspond to (i) the employees of tier-one suppliers, (ii) the employees of its outsourcing activity for certain purchasing categories (transport, delivery, logistics services, construction/renovation, temporary employment, IT/telecom equipment, clothing), and (iii) the employees of strategic tier-one suppliers, who will be defined in 2025.

La Poste Groupe and its subsidiaries carry out an annual assessment of the risks of serious violations of human rights and fundamental freedoms associated with their activities and those of their suppliers, in accordance with France's duty of care law. This takes the form of a risk mapping exercise, which provides guidance for the group for its risk management measures, particularly for risks assessed as being the most significant. These measures focus on four main areas:

- commitments in terms of responsible purchasing, with a body of documentation including a purchasing compliance policy and a Responsible and Ethical Purchasing Charter setting out the group's expectations of its suppliers and subcontractors;
- cross-functional measures to prevent and mitigate risks related to the duty of care;
- specific measures to prevent and mitigate risks related to priority purchasing categories;
- individual measures for suppliers identified as being the most at risk, based on the assessment results from the supplier e-compliance hub.

Regarding the above-mentioned specific measures, seven priority purchasing categories were identified for the group's purchasing activities in 2024, taking into account the total amount of purchasing expenditure and sector-specific risk based on the EcoVadis rating. Risk mapping workshops were organised for those seven purchasing categories, which correspond to road transport, delivery, logistics services, cleaning, temporary staffing, contract catering and IT and telecoms services.

In parallel with its Duty of Care Plan, the group is committed to promoting social inclusion and contributing to regional social and economic development through the purchases it makes.

(1) See 2024 URD Section 6.1 "Consolidated financial statements", Note 9.

(2) For further information about the double materiality assessment, see Section 1.1.1.4 "Management of impacts, risks and opportunities".

The group's socio-economic footprint measured in 2023-2024 reflects its local roots and contribution to the vitality of local ecosystems. The group's purchases and workforce support the equivalent of more than 426,000 jobs in France and represent a value creation of €15.4 billion⁽¹⁾. The purchases and wages of the eight surveyed entities⁽²⁾ support 0.6% of French GDP and 1.5% of jobs. La Poste Groupe's activities directly benefit workers in the value chain in France, particularly the employees of local suppliers, as well as subcontractors and service providers.

Policies related to value chain workers [S2-1]

As a major player in the public sector, La Poste has a duty to set an example in terms of compliance, not only compliance with laws and regulations but also with social, environmental, ethical and professional standards. Highly aware of its role in the economy and society at large, the group is committed to promoting responsible behaviour by integrating sustainability principles into all of its purchasing activities.

The diversification of La Poste's activities requires specific management of the impacts and risks relating to the workers in the value chain, adapted to its multi-activity structure. The group's approach is based on a set of inter-linked policies, designed to match its operational needs as closely as possible while taking into account geographical differences. Therefore, some policies cover the whole group whereas others are intended to address specific issues. The policies concerned are:

1. the human rights policy, which is the bedrock of the group's approach and applies to all of its activities regardless of geographical location;
2. the duty of care policy;
3. the responsible purchasing policy and its specific measures related to outsourced transport, which applies to the group's activities in France and abroad.

In addition, La Poste Groupe supports its suppliers and service providers with their own social and environmental practices and is committed to improving its internal practices and supplier relations through the implementation of policies and action plans⁽³⁾.

Human rights policy

La Poste Groupe has a long-standing and ongoing commitment to respecting human rights and fundamental freedoms, which it actions through its human rights policy and which applies, in all of its geographies, to employees and customers, as well as suppliers and subcontractors with which it has a direct business contract. In its activities and its sphere of responsibility, the group adheres to and promotes the principles of international human rights treaties, and also the provisions of the fundamental conventions of the International Labour Organization (ILO) and the United Nations guiding principles related to companies and human rights.

The group has been a member of the United Nations Global Compact since 2003, under which it has pledged to:

- respect freedom of expression and freedom of association;
- recognise the right to collective bargaining;
- contribute to the elimination of all forms of forced and compulsory labour;

- contribute to the effective abolition of child labour;
- contribute to the elimination of discrimination in respect of employment and occupation.

The group has also signed up to the French government's Intercompany Relations Charter dated 28 June 2010, under which it has pledged to contribute to the elimination of all forms of discrimination related to jobs and employment.

La Poste Groupe conducts its activities in compliance with the labour legislation of the countries in which it operates. If local provisions limit the protection of human rights within the meaning of international standards, the group seeks solutions to achieve this protection for the employees of its subcontractors, while respecting local law. It also ensures that it does not exert any pressure on its suppliers and subcontractors that could lead them to violate human rights and fundamental freedoms. These principles are incorporated into the contractual arrangements with suppliers and subcontractors.

The human rights policy was approved by La Poste Groupe's Executive Committee and is implemented under the direct responsibility of the group Human Resources Department, reporting to the Chairman and Chief Executive Officer.

The human rights policy has three key objectives, which cover the entire value chain, both upstream and downstream:

- being an exemplary employer, both in terms of the group's own employees and with regard to the collective agreements that set out its human rights commitments;
- being a responsible and ethical purchaser and business partner, so that suppliers, service providers and subcontractors share all of the group's principles;
- supporting the respect of human rights through its bancassurance activities, which incorporate human rights criteria into their investment and financing policies.

La Poste Groupe's international activities are mainly carried out by Geopost subsidiaries, in more than 50 countries worldwide. In their role as transport and delivery companies, these subsidiaries are committed to ensuring that human rights are respected in the countries where they operate⁽⁴⁾.

Policy related to the group's duty of care

In accordance with the law passed in France in 2017 on the duty of care of parent companies and subcontracting companies, each year La Poste Groupe draws up a Duty of Care Plan and ensures compliance with the legal provisions relating to human rights, fundamental freedoms, health and safety, and environmental protection. The Duty of Care Plan notably takes into account the assessment of risks of serious violations of human rights and fundamental freedoms related to its activities which could impact workers in its value chain.

The group drew up a formal duty of care policy, which sets out the guiding principles for the five measures relating to the Duty of Care Plan: risk mapping; procedures for regularly assessing subsidiaries, subcontractors and suppliers with which the group has an established business relationship; relevant actions to mitigate risks and prevent serious harm; a whistleblowing system, created in conjunction with the representative trade unions; and a system for monitoring the measures implemented and assessing their effectiveness.

(1) Source: *Employment Footprint 2023-2024, an in-house socio-economic study.*

(2) La Poste SA, La Banque Postale SA, La Poste Immobilier, Viaposte, DPD France, CNP Assurances France, Mediaposte and BPO IS.

(3) See Section 1.1.4.1, "Management of relationships with suppliers [G1-2]".

(4) The agreement with UNI Global Union is described in paragraph "Processes for engaging with value chain workers about impacts [S2-2]". The Partner of Choice programme is described in paragraph "Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions [S2-4]".

The Duty of Care Plan covers:

- 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, i.e., directly or indirectly owned companies over which the group exercises exclusive or joint control within the meaning of Article L. 233-16-II of the French Commercial Code;
- the financing and investment activities of La Banque Postale and its subsidiaries;
- the activities of suppliers and subcontractors with which the group and its subsidiaries have an established business relationship.

Compliance is overseen at the highest level by La Poste Groupe's management bodies. Each senior executive and member of the Executive Committee formally undertakes to respect La Poste Groupe's compliance policy guidelines by signing a letter of commitment. In this way, they expressly sign up to La Poste Groupe's Duty of Care Plan aimed at preventing and mitigating the related risks, and undertake to deploy it within their entities. The related measures are implemented in a way that is appropriate and proportionate to the specific nature of the entities' activities and their level of risk exposure, with subsidiaries outside France also taking into account the legislation applicable within their local jurisdictions. If local regulatory requirements are less restrictive, every entity is expected to establish a system in line with the principles laid down by the group.

La Poste Groupe's human rights and duty of care policies address group-wide, cross-functional issues, and lay down the fundamentals related to respecting human rights and working conditions. The group's overall approach is rounded out and structured by other policies specific to certain activities in its value chain.

Responsible purchasing policy

The responsible purchasing policy reaffirms the strategic commitment the group has set itself for 2030 by reinforcing the operational framework for its Purchasing Department so it can perform its tasks in a way that respects people, the environment and society as a whole. This policy governs the purchasing practices of the historical businesses of La Poste, the Services-Mail-Parcels business line and the Retail Customers & Digital Services business line⁽¹⁾, and its principles can be cascaded down to their subsidiaries. The scope of the group Purchasing Department's activities includes around 2,100 contracted suppliers.

Approved by the Executive Committee, the responsible purchasing policy is based on four fundamental and complementary pillars:

- enforce and promote human rights throughout supply chains, referring to the principles of the Universal Declaration of Human Rights, the United Nations Global Compact and its Guiding Principles, the OECD Guidelines and the fundamental conventions of the ILO;
- reduce the negative environmental impact of purchases and suppliers, and encourage positive impacts;
- foster social inclusion and contribute, through the group's purchases, to the development of the regional economic and social fabric;
- build more responsible and ethical relationships with the group's suppliers.

These principles must be respected and implemented by suppliers that have an established business relationship with the business lines concerned. Those suppliers are also required to make sure that the policy is respected, applied and promoted among their own suppliers and subcontractors, by signing the Responsible and Ethical Purchasing Charter.

The responsible purchasing policy is supplemented by a purchasing compliance policy to make sure that purchasing processes are

compliant with the group's principles and commitments, particularly in terms of working conditions and respect for fundamental rights. In order to achieve this compliance, La Poste and its suppliers and subcontractors must ensure that they respect all of the applicable laws and regulations, in particular those relating to the duty of care.

The above-described policies, which are available to all of the group's business lines and subsidiaries, provide a reference framework for incorporating responsible and ethical practices into their own purchasing processes. In keeping with its principle of accountability, the group gives each subsidiary the autonomy it needs to add to the overall approach by developing individual policies and action plans tailored to the subsidiary's specific local circumstances and issues.

The group also has a Code of Conduct which includes a section on business relations that covers suppliers. It sets out the key principles that must be respected in the group's relations with its suppliers and subcontractors, namely:

- strictly follow the purchasing procedure in all circumstances, assisted where necessary by purchasing specialists and experts;
- relay the procedure's underlying values by imposing a contractual commitment, respect those values, and ensure that suppliers and subcontractors respect them as well;
- require partners, suppliers and service providers to prohibit all forms of corruption and influence peddling, and to contractually agree to be audited, particularly in all areas of compliance;
- check that partners, suppliers and service providers are contractually bound to respect the fundamental principles of the ILO concerning the prohibition of harassment, discrimination, child labour and forced labour.

Several other charters have also been put in place within the group's business lines and subsidiaries to govern supplier relations and guarantee compliance with the ethical, social and environmental principles promoted by the group. These charters set out the contractual obligations between group entities and their suppliers, both in France and internationally. They are incorporated into supplier contracts and require suppliers to uphold and promote the principles of the United Nations Global Compact and the ILO's fundamental conventions on forced labour, child labour, freedom of association, discrimination and equal pay. Suppliers are also required to comply with all applicable legislation on working hours, pay, training, freedom of association, the right to collective bargaining and the right to form and join trade unions, and to provide working conditions that respect people's dignity.

Additionally, suppliers must put in place the requisite resources to ensure that these principles are respected in their own supply chains and to identify, assess and mitigate risks of human rights violations associated with their activities. Suppliers undertake to disclose their subcontractors, irrespective of their position in the value chain, to ensure that their subcontracting chain complies with the commitments made to La Poste Groupe, and to report any problems.

Lastly, suppliers must agree to be audited by an independent body in order to verify that the principles set out in the charters are being applied, and to take remedial measures when necessary. In the event of non-compliance, the business lines and subsidiaries concerned reserve the right to terminate the contractual relationship with the supplier concerned. As part of its Duty of Care Plan, La Poste Groupe has enhanced the dialogue with its stakeholders. Bilateral discussions have been held with trade union representatives about the results of the risk mapping process and the related prevention and mitigation measures. Discussions are also organised with non-profits (e.g., Entreprises pour les Droits de l'Homme), NGOs (Worldwide Fund for Nature) and specialists from civil society.

(1) Excluding subsidiaries.

Geopost and UNI Global Union also signed an addendum to their 2017 agreement, strengthening and extending protection for Geopost employees and partners in over 50 countries. This was an important step in Geopost's social commitment to its employees and partners working directly with Geopost.

In parallel, 213 group entities have access to a whistleblowing system, covering almost 100% of employees, through which both internal and external alerts can be received and handled. This system was set up following consultation procedures conducted with the representative trade unions, via employee representative bodies, throughout 2023 following the introduction of the Waserman Act in France on the protection of whistleblowers.

To the best of its knowledge, La Poste and its majority-owned subsidiaries have not been condemned for failing to comply with international human rights standards.

Processes for engaging with value chain workers about impacts [S2-2]

La Poste Groupe has several employee representative bodies through which it engages in structured social dialogue with trade unions. The main platform for this dialogue was the group Strategic Employee Dialogue Committee, whose purpose was to maintain open communication channels with the representative trade unions and foster dialogue about the group's strategic and employee-related issues. Since 2019, the group's duty of care obligations have formed part of the social dialogue process, and a committee meets once a year to discuss specific issues relating to these responsibilities. This structure provides a framework for consultation with the representative trade unions about topics relating to the duty of care, which covers workers in the value chain.

The group's four main business lines have social dialogue processes and tools that are specific to their activities and jobs. For example, the Services-Mail-Parcels and Retail Customers & Digital Services business lines (excluding subsidiaries) have set up a supplier control and assessment system, which entails a steady stream of operations-based communications to ensure that health and safety rules are being put in place and applied for all workers at their sites. Each year, contractual service reviews are organised by the purchasing teams with suppliers. These channels of communication are managed by the group Purchasing Department, which ensures that the reviews actually take place and verifies their effectiveness in identifying and managing risks among certain suppliers, all as part of a continuous improvement approach for the purchasing process.

In 2024, Geopost and UNI Global Union signed an addendum to their 2017 agreement, strengthening and extending protection for Geopost employees and partners in over 50 countries. It applies to all Geopost subsidiaries and aims to establish a basis for enhancing working relations both at Geopost and between Geopost and its partners, with the specific intention of contributing to the sustainability of the company's development and performance. It is the result of constructive dialogue and close collaboration between Geopost's management and social partners to define clear objectives and concrete actions to ensure that Geopost's commitment regarding the duty of care meets the expectations of its stakeholders. It strengthens social dialogue with all stakeholders, focusing on the following areas:

- human rights;
- decent working conditions;
- transparency and sustainability.

It also reinforces the exchange of best practices and innovative proposals. Geopost confirms its commitment to integrate the principles of duty of care into its corporate culture and to work actively to prevent, identify and remedy any negative impact of its activities. In this regard, Geopost will continue to put in place tools and resources to train and raise awareness among its employees and partners regarding duty of care obligations. Geopost will also put in place stringent monitoring systems to assess the programme's results and make continuous improvements.

The Legal and Human Relations departments establish the principles and standards governing dialogue and relations with suppliers. The Operations Department then makes sure these principles are applied in practice, i.e., that Geopost's principles are being respected in the field.

If a supplier risk is identified, La Poste reserves the right to organise an independent audit. During these audits, interviews may be held with employees at the supplier's site, with questions about topics such as working conditions and workplace health and safety. If the group's principles have been breached, a remedial action plan is drawn up and implemented jointly with the partner concerned. In the event of serious human rights violations, La Poste may terminate the contractual relationship.

Processes to remediate negative impacts and channels for value chain workers to raise concerns [S2-3]

The group carries out a risk mapping exercise every year as part of its duty of care obligations, based on four business categories:

- Transport, Logistics and Delivery;
- Banking and Insurance;
- Digital Services;
- Local Services.

It enables the group to identify and hierarchise the risks associated with workers in the value chain, particularly in terms of human rights and working conditions. The resulting risk map guides the remedial and preventive actions put in place to manage negative impacts. The actions taken are monitored via the supplier and subcontractor assessment and control system, which ensures that progress plans are implemented in the event of any major and/or critical risks, and, where appropriate, that documentary or on-site audits are performed in the event of major non-compliance risks.

The whistleblowing procedures are open to suppliers and subcontractors, enabling them to report any violations of human rights or fundamental freedoms, or any health and safety breaches that they may have witnessed during the performance of their contract. The whistleblowing systems⁽¹⁾, their accessibility, the topics covered by the various systems (including breaches of the group's duty of care obligations).

(1) See Sections 1.1.4.1 "Corporate culture and business conduct policies [G1-1; G1-3; G1-4]", paragraphs "Whistleblowing mechanism" and "Protection of whistleblowers", and 4.3.5 "Whistleblowing and reporting system".

Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions [S2-4]

In 2024, La Poste Groupe implemented various key actions aimed at preventing, mitigating or remedying negative impacts on workers in its value chain, particularly in terms of fundamental rights and working conditions.

Risk mapping

As part of the group's duty of care, and to make sure that its approach is closely aligned with in-the-field imperatives, four key business categories were defined for the purpose of drawing up the risk map:

- Transport, Logistics and Delivery;
- Banking and Insurance;
- Digital Services;
- Local Services.

The Transport, Logistics and Delivery category, which includes Geopost, accounts for almost 58% of the group's consolidated revenue, more than half of which is generated outside France, mainly in Europe. In addition, 54% of the group's purchases concern subcontracting in the Transport, Logistics and Delivery category⁽¹⁾.

Based on these business categories, each year the group carries out a risk mapping exercise in order to assess and hierarchise its risks and then establish prevention and mitigation action plans. In 2024, the group's risk mapping process and methodology were updated, making it possible to:

- present consolidated results for all four business categories, covering both own and outsourced activities;
- provide a detailed description of priority gross risks, based on their scenarios, causes and consequences, and the stakeholders likely to be impacted;
- update the risk impact assessment criteria (scope, scale and irremediability) in order to more effectively assess the materiality of the impact on stakeholders and the environment;
- conduct more than 40 risk mapping workshops for the group's own activities and those of its suppliers within the scope of the group Purchasing Department (head office and the Services-Mail-Parcels and Retail Customers & Digital Services business lines, excluding subsidiaries).

Analysis tools have been developed and made available by the Compliance Department to ensure that the methodology used is consistent across the group.

Once the risk map has been drawn up, it is the responsibility of each entity to develop an action plan, where necessary, for improving risk management, and to verify that any action plans put in place are properly deployed and are effective. These plans are subject to controls to ensure that they are being properly implemented. Tier 1 operational or managerial controls are included in operations. Tier 2 controls are carried out by independent persons within the organisation on a regular basis to check the proper performance of Tier 1 controls. A permanent document-based control plan, overseen by La Poste's Risk Department, is also implemented within the group's business lines and controlled entities to ensure their systems are robust.

Within the scope of the group Purchasing Department, risk mapping workshops were carried out during the year on seven purchasing categories considered to be priority areas in France with regard to duty of care obligations⁽²⁾. These workshops enabled the department to identify and map the risks related to the seven categories and to collect information about the overall risk management system already in place. In addition to the risk mapping exercise, preventive and remedial actions are implemented as part of a continuous improvement process.

For example, preventive actions related to decent working conditions have been put in place for the road transport, delivery and temporary staffing purchasing categories in the delivery-distribution business (prevention of road accidents, safety awareness and vehicle condition checks).

Also, the contractual clauses between the Purchasing Department and suppliers provide for other procedures, including on-site audits, to be carried out when necessary to verify suppliers' compliance.

Remedial measures have been put in place for the topic of health and safety, with the possibility of lodging whistleblowing reports in the event of non compliant behaviour at sites, and daily health and safety inspections are performed. Crisis units are also set up following accidents at postal sites in order to decide on any additional actions required, and sanctions are applied to suppliers (penalties and contract termination) if there are any recurring breaches of health and safety obligations. Regarding the specific risk of illegal workers, if documents are found to be non-compliant during on-site checks, the person concerned is immediately refused access and the supplier is notified. Moreover, the entity reserves the right to terminate contracts with suppliers or services providers who repeatedly fail to comply with the applicable provisions related to illegal workers.

Supplier control and assessment process

In addition to the measures that apply across all purchasing categories and those used specifically for certain priority categories, each supplier is assessed and monitored individually throughout its business relationship with the group. For example, since 2023 La Poste SA, La Poste Immobilier and Dicaposte have been using a system for assessing and monitoring third-party suppliers, called the supplier e-compliance hub. This system is currently being rolled out in the Dicaposte subsidiary, and is scheduled to be extended to La Banque Postale, DPD France, Chronopost France and Geopost France in 2025. Thanks to this hub, all aspects of supplier compliance⁽³⁾ and CSR maturity⁽⁴⁾ can be checked and assessed.

Governance bodies are involved in the supplier assessment process, with the aim of ensuring that non-compliance risks are managed by taking proportionate actions. Two decision-making committees take collective and appropriate decisions about whether and how action should be taken in relation to suppliers depending on the level of risk they represent. These committees deal with moderate and high risks respectively. For high risks, incidents, or reports, decisions are taken by a committee made up of the group Purchasing Director, the group Compliance Director and the group Legal Director. This committee consults with directors of the shared service centres, compliance officers and experts in various compliance fields as necessary. It meets as often as necessary.

Geopost's Partner of Choice programme

As a major player in logistics and delivery, Geopost is implementing specific in-the-field actions to respond to the negative impacts and material risks related to workers in its value chain.

(1) Further details on the four business lines are provided in 2024 URD Section 4.3.2.2 "Consolidated results for own and outsourced activities" of the Duty of Care Plan.

(2) Road transport, delivery, logistics services, cleaning, temporary staffing, contract catering, and IT and telecoms services.

(3) International sanctions and embargoes, anti-corruption laws, anti-money laundering and terrorism financing laws, GDPR, duty of care obligations.

(4) See Section 1.1.4.2 "Management of relationships with suppliers".

Geopost has a subcontractor performance monitoring and management system covering various key aspects of the subcontractor relations process, ranging from productivity to health and safety.

Geopost further relies on its Partner of Choice programme to continuously improve relationships with its suppliers and subcontractors. The main aims of this programme are to:

- put in place tools and resources to train Geopost's partners and raise their awareness about duty of care obligations;
- promote the fundamental rights of freedom of association and collective bargaining for all workers in Geopost's subsidiaries and subcontractors;
- improve working time to ensure work-life balance and decent working conditions at all subsidiaries;
- ensure that all employees have an adequate wage, i.e., a wage that is equal to or higher than the national minimum wage in countries where a minimum wage exists;
- put in place stringent monitoring systems to assess the programme's results and make continuous improvements.

This multi-year strategic programme is divided into 14 initiatives based on four pillars, with the aim being to roll out the majority of the initiatives between 2025 and 2027 across all of Geopost's business units in Europe. The initiatives include measures related to the management of material negative impacts linked to the working conditions of subcontractors⁽¹⁾.

In addition to managing negative impacts, La Poste Groupe is strengthening its commitments by implementing pragmatic actions aimed at generating positive impacts for workers in its value chain. For example, one of the four main pillars of the responsible purchasing policy consists of fostering social inclusion and contributing to regional economic and social development through the purchases it makes. Based on this pillar, in its invitations to tender processes the Purchasing Department includes the possibility for players in the social economy sector (sheltered workshops and assistance-through-work organisations) to submit bids, with certain procurement batches specially earmarked for them. This means that these organisations are encouraged to become part of the Purchasing Department's supplier panel.

Other, more specific steps are taken when necessary in response to the risks in certain markets (e.g., health and safety of workers in the value chain). Examples include:

- introducing social and environmental criteria throughout the invitation to tender process as part of the consultation for supply contracts for the Customer Relations Centres (CRC), and verifying the technical offers submitted by the bidders via site visits in France and outside the European Union (Morocco, Benin, Togo and Senegal). As soon as the related contracts were signed, La Poste appointed an independent audit firm to perform on-site and document-based audits of its CRC suppliers to ensure compliance with the commitments they had given (workers covered by social security, declared work, working conditions). The audits were a prerequisite for the sites to be selected in the invitation to tender;
- launching a continuous improvement programme for employees' working conditions as part of an outsourced IT contract. This programme was funded by a Quality of Life at Work (QWL) fund, which is financed by contractual penalties and topped up by the service providers;
- improving the quality of life of temporary staff: as of 2025, temporary employment agencies are required to implement QWL policies and more responsible practices in order to comply with

La Poste's expectations. In addition, as part of the consultation for contracts for the temporary staffing purchasing category, the successful bidders were required to pay for training days (postal carriers, sorting agents and customer relationship managers) and to allocate a budget for other training courses (health and safety, dealing with rude customers, managing cases of corruption, etc.).

The group also has a management system in place for monitoring payment times⁽²⁾.

Another example of the group Purchasing Department's pro-active approach to countering negative impacts is the supplier e-compliance hub⁽³⁾, which is used to monitor the suitability and effectiveness of actions taken. This monitoring is backed by document-based and on-site audits, which ensure that the compliance of suppliers' practices is regularly verified, and that any necessary remedial measures are applied. Moreover, the group's entities can form part of the three-year audit contract entered into by the group Purchasing Department, which is the case for La Banque Postale SA for example, or they can organise their own audits.

Geopost's subcontractor performance monitoring and management system covers various key aspects of the subcontractor relations process, ranging from productivity to health and safety. One of the main pillars of this system is workplace health and safety. By monitoring the performance rates related to these aspects, Geopost is able to check that its platforms are running smoothly and guarantee optimal working conditions for workers and partners. The health and safety performance rates enable Geopost to identify areas where it can make improvements, and at the same time maintain a safe working environment that is compliant with the applicable standards. Through the data collected, it can monitor the performance of subcontractors, and pre-empt any potential problems in order to resolve them before they affect the overall quality of the relevant service, particularly for issues related to health and safety or human rights reported via the whistleblowing system. Geopost has set up a performance monitoring and management system for its subcontractors, which is managed by the management of each entity. This system makes it possible to monitor the performance of subcontractors and, by keeping its ear to the ground, to anticipate any grievances reported by them.

Annual reviews are organised with the group Purchasing Department's main suppliers to monitor the contractual relationship, during which suppliers can raise any potential negative impacts that affect them. Audits of third-party suppliers and their findings are monitored as part of the governance of the supplier e-compliance hub. These findings enable the relevant decision-making committee to take proportionate measures in light of the situations concerned.

La Poste Groupe's approach to reporting serious incidents, particularly those relating to human rights, is governed by a procedure overseen by the group's Risk Department that was launched on 1 June 2024 (in close collaboration with the Compliance Department, which is responsible for monitoring duty of care risks). The aim of the system is to identify and pro-actively deal with significant incidents, recurring incidents (where the number of incidents per year exceeds the materiality thresholds for single incidents) and non-compliance incidents. Each business line, first-tier subsidiary and head-office corporate department is responsible for identifying and monitoring incidents that occur within their scope, in accordance with the procedure, with a view to controlling risks and contributing to the group's overall risk management.

(1) See 2024 URD Section 4.3.4.2 "Risk prevention and mitigation measures across all purchasing categories" of the Duty of Care Plan.

(2) See Section 1.1.4.2 "Management of relationships with suppliers", paragraph "Respecting payment times".

(3) See Section 1.1.4.2 "Management of relationships with suppliers".

As this procedure was only recently introduced, no serious human rights issues or incidents were reported via the system in 2024. The group remains committed to proactively and continuously monitoring the situation and to communicating about this incident-reporting procedure to all of its business lines and subsidiaries. The aim of adopting the new procedure is to ensure that any potential risks are detected quickly and appropriate remedial measures are promptly implemented, therefore reinforcing the protection of fundamental human rights.

Buyers in the group Purchasing Department and their line managers are required to take accountability for impacts related to human rights and working conditions, with support from the Compliance and Responsible Purchasing unit. Additionally, all of the purchasing teams follow awareness and training programmes about these issues⁽¹⁾. The Compliance and Responsible Purchasing unit works collaboratively with specialists from the group Compliance Department and the Sustainability Department.

The group has allocated significant IT and human resources to the supplier e-compliance hub for the management of material impacts.

The global risk management system put in place by the group incorporates risks and dependencies related to workers in the value chain. This system is governed by the group's Risk Management Charter (last updated in 2024), which sets out the risk management principles applicable to all of the group's entities, i.e., La Poste (the parent company), holding companies and subsidiaries whose accounts are fully consolidated, and companies controlled jointly with another group. It also covers critical activities that are subcontracted or outsourced.

Led by the Risk Department, the risk management approach is based on a shared method used throughout the group and a group-wide risks repository. This provides a clear, shared view of risks, enabling the individual risk repositories of group entities to be aligned with that of the group as a whole. Among the risks identified, the issue of workers in the value chain is taken into account through several categories of operational risk:

- risks relating to the performance, delivery and management of processes (including the risk of performance failures in the express business);
- business interruption risks (including the risk of staff being unavailable);
- third-party and outsourcing risks (including the risk of default by suppliers, partners and service providers);
- legal risks (including the risk of disputes with suppliers and partners).

The map of the group's major risks also includes the risk of non-compliance with duty of care obligations.

In addition to identifying risks, the permanent controls implemented by the group and its entities help to assess the maturity and effectiveness of the systems for managing the associated risks. The risk management system (RMS) is the set of measures implemented to control or mitigate the identified risk. It can be used to control the occurrence of the risk or its impact. The difference in evaluation between gross risk and net risk stems from its reality and effectiveness. The RMS includes the control plans implemented at the first and second levels. The risk management plan (RMP) is a set of realistic, structured and coherent measures to be undertaken in addition to the RMS to mitigate the risk, plus a control plan if necessary.

In terms of disclosures and reporting, the group Risk Department is responsible for regularly reporting on La Poste Groupe's risks to the various governance bodies, including the Executive Committee and the Board of Directors' Audit Committee, and, more generally, for providing information about risk issues and specific topics of interest as and when required or requested by the governance bodies.

Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [S2-5]

As part of its "La Poste 2030, committed for you" strategic plan, which was updated in 2023, the group has set qualitative rather than quantitative targets for the execution of its four main business lines' strategy. In relation to these targets, particular attention is paid to La Poste's social and environmental commitment to a just transition with a regional focus.

More specifically, and in connection with its commitment to ensuring respect for fundamental rights throughout its value chain, the group Purchasing Department (head office and the Services-Mail-Parcels and Retail Customers & Digital Services business lines, excluding subsidiaries) has begun a strategic reassessment of its objectives to more effectively respond to the issues that are currently relevant to La Poste Groupe, guided by the new CSRD regulatory framework⁽²⁾. This approach is aimed at keeping a high level of ambition while ensuring that the targets set remain pragmatic and achievable.

The targets are set and monitored internally and do not involve consultation with external stakeholders such as trade federations, NGOs, workers in the value chain or their representatives. However, the group Purchasing Department is being assisted by an external service provider specialised in responsible purchasing which is providing specific expertise to help identify relevant performance pathways.

1.1.3.3 Affected communities [S3]



Material impacts, risks and opportunities and their interaction with strategy and business model [ESRS-2 SBM-3]

In 2021, La Poste set itself a purpose (*raison d'être*). This purpose reflects the identity of the group – a public service with a nationwide presence. The French National Audit Office (Cour des Comptes) has commented that "the public service missions entrusted to La Poste Groupe are greater in number and more demanding than those of other European postal operators⁽³⁾".

The French State has entrusted La Poste Groupe with four public service missions designed to meet needs that are not covered by the market, and which correspond to services of general economic interest (SGEI):

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

The first three of these missions are carried out by La Poste SA and the fourth by La Banque Postale.

(1) See 2024 URD Section 4.3.6, "Training and awareness-raising".

(2) See definition in the glossary at the end of this Universal Registration Document.

(3) Source: "Les missions de service public du groupe La Poste", Cour des Comptes.

These public service missions benefit consumers and end-users of the group's products and services, and play a role in society as a whole and throughout the country. The group's unique model blurs the boundaries between these two categories of stakeholders. La Poste provides local services that benefit its direct customers and all local communities. By assuming this dual responsibility, the group is committed to preserving its public service missions, while providing its customers with innovative, high-quality services.

The public service missions are defined by law, and the conditions under which they are carried out are laid down in the public service agreement, renewed every five years, between La Poste and the French government, which defines the quality-of-service objectives assigned to the operator and the maximum level of compensation in accordance with European rules on state aid.

Public service missions are subject to the fundamental principles of the Treaty on the Functioning of the European Union, and in particular to European competition law, provided that these rules do not prevent the achievement of the SGEIs. Financial compensation may be granted to undertakings entrusted with the management of an SGEI in return for the public service obligations imposed on them, provided that such compensation is necessary for, and proportionate to, the performance of the specific public service mission and for the economic viability of the SGEI. Within this framework, the French State pays La Poste Groupe compensation covering part of the costs it incurs in carrying out its four public service missions.

The double materiality assessment conducted by the group identified that public service missions generate direct impacts on certain specific communities (the direct beneficiaries of the services offered in relation to the missions) and indirect impacts (positive externalities) on society as a whole⁽¹⁾.

Due to the externalities they generate, the group's public service missions benefit French society as a whole, both in mainland and overseas France. More specifically, the communities affected by the public service missions are as follows:

Senders and recipients of postal items (mail and parcels)

Individuals, small businesses and large companies (potentially the entire French population and all economic players) benefit from the universal postal service. They have access to quality postal services at all times, at affordable prices, and nationwide. In particular, they get the benefit of collection and delivery of mail and parcels six days a week, with a high level of service quality (defined as a minimum percentage of items delivered on time, set by the French Ministry responsible for postal services⁽²⁾).

The French population and all economic players based in France

This community gets the benefit of the group's "contribution to regional development" public service mission. Wherever a household or business is based in France, a postal contact point is accessible within a radius of less than 5 km or 20 minutes by car.

Press publishers accredited in France by the CPPAP (commission for publications and press agencies), and the readers who subscribe to their publications

These communities get the direct benefit of the group's "press transport and delivery" public service mission, but society as a whole benefits from this mission because it supports pluralism and freedom of expression.

Customers excluded from the conventional banking system

These customers get the benefit of the accessible banking mission. However, society as a whole also benefits from this mission as banking exclusion generates negative externalities among stakeholders interacting with bank account holders.

Through its activities and public service missions, the group actively contributes to regional economic development, social and regional cohesion and democracy. It offers everyone access to a range of services: physical access through its regional presence, and financial access through the affordability of the services it provides. In addition, the group helps create jobs, works with players in the social economy and, through La Banque Postale, contributes to financing economic players and local authorities.

The group's double materiality assessment identified the following positive material impacts on affected communities:

- regional development and strengthening local economies through direct and indirect job creation and financing activities;
- access to certain services in isolated areas.

The assessment also identified a material risk: insufficient compensation from the French government or monetisation of the public service missions entrusted to the group to cover its costs, resulting in residual costs borne by it that could hamper its ability to pursue its activities over the long term, thereby jeopardising its ability to continue to generate positive externalities for society as a whole. The group is addressing this risk by taking action⁽³⁾ to adapt the services it provides, with the aim of reducing the cost of its public service missions to ensure their long-term viability.

Policies related to affected communities [S3-1]

The public service missions entrusted to the group constitute a legal obligation. The ways in which these missions have to be performed are specified in a multi-year public service agreement between La Poste and the French State, and they are therefore not governed by policies drawn up unilaterally by the group.

Until 2020, three of the four public service missions (press transport and delivery, contribution to regional development, and accessible banking) were partially compensated by the State. Since 2021, all four public service missions have been partially compensated. However, the amounts of compensation received are lower than the expenses that these missions represent for La Poste Groupe. As an indication, as figures for 2024 have not yet been finalised, the aggregate amount of compensation paid by the French State to La Poste was €1,007 million in 2023⁽⁴⁾, for a total outlay of €2,216 million, leaving the group with a residual cost of €1,209 million.

(1) The missions of universal postal service, contribution to regional development, and press transport and delivery are covered in this section, whereas the accessible banking mission is covered in Section 1.1.3.4, "Consumers and end-users [S4]".
 (2) See Order of 7 September 2023 on the quality of service targets set for La Poste for 2023, 2024 and 2025 as part of the universal service.
 (3) See paragraph "Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions [S3-4]".
 (4) Including €645 million recognised in revenue of industrial activities in 2023, see 2024 URD Section 6.1 "Financial statements", note 7.

Universal postal service⁽¹⁾

European Directive 97/67/EC of 15 December 1997 on common rules for the development of the internal market of Community postal services and the improvement of quality of service, amended in 2002 and 2008, requires EU Member States to establish a universal postal service, and defines a minimum set of obligations.

The Community provisions relating to the universal postal service were extensively transposed⁽²⁾ into French law by Act no. 2005-516 of 20 May 2005 on the regulation of postal activities, supplemented by Act no. 2010-123 of 9 February 2010 relating to the public company, La Poste, and postal activities.

The objectives and main principles of the universal postal service are set out in Article L. 1 of the French Post and Electronic Communications Code, which states that “the universal postal service helps bring about social cohesion and the balanced development of the country”. This public service mission is carried out in such a way as to ensure respect for the principles of equality, continuity and adaptability while striving to maximise economic and social efficiency. It guarantees permanent access to postal services of specified quality to all users throughout the country. These services are offered at affordable prices for all users.

The obligations associated with the universal postal service include the following:

- collection and delivery six days a week throughout France⁽³⁾ of the postal items listed in the universal postal service catalogue;
- prices governed by a multi-year price cap⁽⁴⁾ set by Arcep, with a flat price for single-piece mail⁽⁵⁾ sent within France; and
- criteria regarding ease of access to La Poste’s network of contact points.

Regional development⁽⁶⁾

Under an Act passed on 2 July 1990 in France, La Poste was assigned a public service mission of contributing to regional development through its network of contact points. By maintaining a local public postal service, this mission contributes to social and regional cohesion.

The required level of access to postal services in France is set by law, which states “barring exceptional circumstances, no more than 10% of the population of each département should be more than five kilometres, or twenty minutes by car, away [...] from the nearest La Poste contact point”. The law goes on to specify that La Poste’s network “must have at least 17,000 contact points spread throughout France, with the location of these access points depending on the country’s specific characteristics⁽⁷⁾”.

In practice, the regional development mission involves La Poste having a regional network in addition to the network required for carrying out its universal postal service mission, in order to ensure that its services are accessible in the most vulnerable areas (rural areas, mountainous areas, disadvantaged neighbourhoods, and overseas France). At end-2024, the postal network comprised 6,606 post offices and 10,290 partner outlets. La Poste meets the required access level in 96 départements⁽⁸⁾, with an access rate of over 90%. For France as a whole, the rate is 96.99%.

The group’s three public service missions described above therefore give everyone, everywhere in France, without any exceptions, access to quality postal services, printed press and a number of public services offered at postal contact points, including in the most isolated areas. They contribute to regional development and strengthen local economies and social cohesion.

The group is responsible for carrying out the public service missions, overseen by its national supervisory authorities (the Ministry of the Economy), the industry regulator (Arcep) and the European Commission. In compliance with the applicable legislative and regulatory framework, the group is taking steps to adapt its services to users’ fast-changing needs and to guarantee the financial sustainability and long-term viability of its public service missions by optimising its production resources⁽⁹⁾.

As part of its regional development mission, the group interacts and engages with elected representatives both at regional and national level. It regularly holds discussions with local authorities to ensure that the mission is being performed properly and that the regulatory obligations set by the French State are being met.

Regarding the other public service missions entrusted to La Poste, discussions take place on a regular basis with the French State and its various agencies (Directorate-General for Business (DGE), State Investment Agency (APE), Directorate-General for the Media and Culture Industries (DGMIC) etc.). In addition, La Poste Groupe’s Chairman and Chief Executive Officer regularly reports to the French parliament and senate on the group’s activities and its impacts on society as a whole.

Lastly, La Poste interacts with users of its products and services⁽¹⁰⁾ to assess their satisfaction and enable them to report any complaints (via satisfaction surveys, calculation of a transactional Net Promoter Score®, etc.).

Press transport and delivery⁽¹¹⁾

La Poste’s long-standing public service mission of transporting and delivering press was confirmed in the French Postal Services Act of 9 February 2010. Articles L. 4 and R. 1-1-17 of the French Postal and Electronic Communications Code states that the purpose of this mission is to “promote pluralism, particularly that of political and general information” through preferential rates approved by the Minister for the Economy (i.e., lower than the usual postal rates for equivalent services) granted to press publishers accredited by the CPPAP.

(1) See 2024 URD Section 1.6.1, “Universal postal service”.

(2) The national obligations applicable in France go beyond the minimum requirements set out in the EU Directive.

(3) Mainland France, overseas departments, Saint-Martin, Saint-Barthélemy and Saint Pierre-et-Miquelon.

(4) The average increase in prices for services covered by the universal postal service is capped (it may not exceed a certain percentage over the period covered by the agreement with the State). Within this framework, La Poste is free to set its own prices. Arcep issues a public opinion on the prices for each product and ensures that the terms of the multi-year price framework are respected.

(5) Always the same price, regardless of the distance covered by the item sent.

(6) See 2024 URD Section 1.6.2, “Regional development”.

(7) Source: 2023-2025 local postal coverage agreement.

(8) The required access level is not met in five départements in mainland France. However, the rate comes close in the départements of Ardennes (89.6%), Haute-Marne (89.6%), Lozère (89.3%) and Meuse (89.1%). The Gers département is still lagging, at 82.1%, due to the specific characteristics of this region. These situations are either temporary (when a partner ceases operations) or a choice made in conjunction with the local authorities (for example local councillors sometimes prefer to keep one post office open rather than create two partnerships). In the overseas departments, every municipality has at least one contact point, except for French Guiana where only one out of the 22 municipalities does not have one.

(9) See paragraph “Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions [S3-4]”.

(10) See paragraphs “Processes for engaging with affected communities about impacts [S3-2]” and “Processes to remediate negative impacts and channels for affected communities to raise concerns [S3-3]”.

(11) See 2024 URD Section 1.6.3, “Press transport and delivery”.

La Poste carries out this mission six days a week throughout France, including in rural and sparsely populated areas, in a way that ensures equal treatment for subscribers and a high level of service quality.

This is one of the main support mechanisms for printed press and covers over 5,000 titles. With more than 500 million copies of newspapers and periodicals transported and delivered in 2024 as part of its mission, La Poste was the largest press distribution channel in 2024, ahead of delivery⁽¹⁾ and single copy sales).

Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions [S3-4]

The actions taken by La Poste are aimed at adapting its organisation and offerings and meeting the population’s fast-changing needs (to maximise its positive impacts) and at guaranteeing the financial sustainability and long-term viability of its public service missions (to minimise risks). In view of falling mail volumes and lower footfall in post offices, the group has alerted the public authorities. It regularly takes measures to adapt the services it provides and to endeavour to future-proof its public service missions by reducing their cost.

Universal postal service

Due to changes in the use of postal services and the structural decline in mail volumes, despite the cost savings La Poste has made and its efforts to adapt and reorganise its business, the universal postal service has been structurally loss-making for several years now. In light of this situation, Bruno Le Maire, the then French Minister for the Economy, Finance and Economic Recovery, commissioned Jean Launay to draft a report⁽²⁾ proposing changes to the universal postal service. Based on the findings of this report, at the meeting of the Senior Monitoring Committee for the Public Service Agreement held on 22 July 2021, the French Prime Minister announced several measures aimed at (i) adapting the universal postal service to the new forms of communication that have emerged, and (ii) guaranteeing the service’s long-term viability and ensuring it remains affordable.

Against this backdrop, in 2023, La Poste rolled out a new mail range structured around a three-day delivery offering and including a suite of solutions covering different user needs (standard mail, urgent mail and priority mail). The new mail range was adopted as common usage by people in France as from the first year it was launched, and the Lettre Verte three-day delivery offer now makes up almost 98% of mail sent between private individuals.

More reliable (95% of Lettres Vertes were distributed within three days in 2024, in accordance with the quality-of-service objective set by the ministerial decree) and more environmentally friendly (with less daily inter-region transport, resulting in a reduction in CO₂ emissions), the new range has also contributed to keeping down the costs of the universal postal service by allowing La Poste to adapt its organisation and production base.

In addition, in order to minimise erosion of the financial equilibrium of the universal postal service, La Poste regularly increases its prices in line with the pricing framework set by Arcep (an average 8.3% increase in 2024), while ensuring that the prices remain affordable (taking into account changes in consumer habits, the average household budget devoted to postal expenditure is trending

downwards and was estimated at an annual amount of €32.49 in 2024 by Arcep).

Contributing to regional development and social cohesion

In response to the decline in footfall in its contact points, La Poste is continuing to adapt its network by diversifying the formats of postal outlets, while keeping a strong presence throughout France, including in rural areas and disadvantaged neighbourhoods.

La Poste’s network is made up of (i) post offices managed by La Poste, which offer its full range of mail and parcels products and services, financial services and third-party products, and (ii) contact points managed in partnership with local authorities or retailers, which provide essential mail and parcels products and services, as well as basic financial services, under an agreement entered into between La Poste and the partner concerned. Following the French government’s launch of a network in 2015 called *maisons de services au public*, or MSAP (a counter service for helping people with administrative procedures which was subsequently renamed “France Services”), in 2019, as part of the public policy rolled out by the ANCT (the French national agency for regional cohesion), La Poste introduced a “France Services” counter service in several of its post offices⁽³⁾. With this same objective of making its services more accessible, La Poste has rolled out a postal carrier-counter clerk model in rural areas, whereby the postal worker’s role is split between delivering mail and providing counter services. This model has proved very popular with users, local authorities and the postal workers themselves. These two different solutions strengthen ties with local populations, and at the same time pool resources in accordance with governmental measures to improve regional access to public services, overseen by regional prefectures and local councils.

Diversifying its types of operating presence in this way means that La Poste can more effectively meet the needs of its customers and users (longer opening hours, opening up to new partners, offering nearby contact points), while at the same time seeking to achieve greater economic and social efficiency.

As well as diversifying its types of operating presence, La Poste is also taking measures to simplify the relationship between users and public services, particularly in isolated areas. For example, a digital programme is being deployed in local/municipal La Poste agencies (LPACs) for people living in rural and suburban areas. The aim of this programme is to facilitate access to digital technology and online processes by making digital hubs (computers and printers) and tablets available for public use in LPACs. At end-2024, there were 7,153 LPACs, of which 3,859 were equipped with digital hubs, and 2,618 with tablets.

Similarly, to support local commerce in sparsely populated or very sparsely populated areas such as rural areas, the aim is to give our La Poste Relais partners the means to develop their business and quality of service by optimising their training, increasing their visibility, bolstering their offer and working on customer satisfaction.

Through its regional presence and activities, the group contributes to local economic development and job creation by supporting regional economic players.

A study carried out by the specialist sustainable development agency, Utopies, about the socio-economic impacts of La Poste Groupe’s activities in France in 2023-2024 showed that the group plays a major role in supporting local economic development. According to the findings of this study, the seven La Poste Groupe entities covered⁽⁴⁾ support around 426,000 jobs.

(1) See definition in the glossary at the end of this Universal Registration Document.

(2) https://www.economie.gouv.fr/files/files/2021/Rapport_final_Jean_Launay_27052021.pdf?v=1706190079.

(3) The overall aim of the network of “France Services” structures, run in collaboration with Banque des Territoires, is to facilitate access to public services and administrative procedures in France’s regions, particularly in rural areas. This means creating counters dedicated to administrative procedures in post offices. At 31 December 2024, the “France Services” network had almost 2,790 counters/locations, of which 414 were in post offices.

(4) La Poste SA, La Banque Postale SA, La Poste Immobilier, Viaposte, DPD France, CNP Assurances France, Mediaposte and BPO IS.

La Poste SA generates the majority of these positive impacts, especially via its Services-Mail-Parcels business line, which encompasses activities related to local services and e-commerce. All regions benefit from the impact of the group's activity, with the greatest impacts measured in Île-de-France, Auvergne-Rhône-Alpes and Nouvelle-Aquitaine. The group also supports regional employment through a purchasing policy geared towards local suppliers, 80% of which are start-ups, VSEs and SMEs.

In order to increase its regional impact, La Poste Groupe is forging local alliances with players in the social and solidarity economy (SSE) to reduce regional vulnerabilities and encourage the emergence of new drivers of local economic development and growth. This approach is embodied in the Dynamic Alliance initiative created in 2014, which aims to foster and enhance partnerships with SSE organisations. The group initiates a large number of actions which, directly or indirectly, have a major impact on regional socio-economic development and inclusion (e.g., its "ageing well" solutions and services, responsible purchasing, circular economy measures, and programmes to combat illiteracy, including digital illiteracy). These partnerships, governed by the Dynamic Alliance Charter, are based on La Poste's four societal commitments and take different forms:

- co-development of services marketed to local authorities or final beneficiaries;
- services purchased from entities operating in the disability and/or inclusive employment sectors, which provide employment opportunities for the long-term unemployed, young people without qualifications, older people, and people with disabilities. The total value of purchases from these sectors was €55.7 million in 2024;
- social innovation through partnerships associated with the group's public service missions, such as representatives from partner non-profits working in post offices in priority urban neighbourhoods to help customers struggling with basic postal transactions;
- corporate philanthropy, through the provision of resources, donations of equipment and skills-based volunteering.

The group also contributes to regional development by financing local authorities, non-profit organisations and the local economic fabric.

Through its Corporate and Local Development Banking (CLDB) activities, La Banque Postale implements strategic initiatives and practical actions aimed at maximising the positive impacts for the affected communities and is committed to supporting local authorities and local non-profit organisations. La Banque Postale maintains its ties with local public-sector players through its Local Finance Steering Committee, composed of elected representatives, former members of parliament and experts. This Committee has a forward-looking, observatory and advisory role: risk assessment, monitoring, proposing new services, etc.

La Banque Postale has a market share of 25% with local authorities. It offers a full range of products and services, from cash and deposit management (rent collection solutions, Livret A, etc.) to short- and long-term banking and bond financing solutions:

- responsible financing offer;
- social loans for local authorities;
- operator of a grant-seeking and grant-management support service through Subzen in order to optimise funding plans for local authorities.

In addition, La Banque Postale actively supports local authorities (municipal, departmental, regional authorities) via its CLDB by offering them strategic financing to modernise their essential infrastructure and increase their resilience. These actions aim to maximise the positive impacts for local areas and their populations, while promoting the ecological transition:

- modernisation of public infrastructure: funding for projects to renovate schools, modernise municipal facilities and improve public transport;
- sustainable mobility: support for low-carbon public transport projects such as electric buses and trams; development of cycling infrastructure to promote soft mobility;
- energy transition: support for energy renovation projects for local administrative buildings; funding for renewable energy solutions such as solar panels and wind farms;
- reduction of territorial divides: earmarking of funds for rural or isolated areas to bridge territorial gaps.

In addition to local authorities, La Banque Postale supports other key players in the local public sector to guarantee essential services to the population.

Health and care facilities

- Ségur Health Plan: funding of projects to modernise public hospitals and healthcare facilities to ensure better access to care, particularly for vulnerable groups.
- Support for the development of infrastructure for nursing homes and other public and private not-for-profit health and care facilities.

Social housing

The bank of choice for social housing providers (eight out of ten), La Banque Postale finances 90% of the social housing stock, representing more than 5.9 million social housing units. This financing goes to meet the growing need for affordable housing and positions us as the second-largest commercial bank in the social housing market.

Non-profits

Funding for the activities of non-profit management organisations in the fields of social inclusion, health and social protection.

Innovative solutions to meet the specific needs of regional areas

La Banque Postale offers structured financial tools tailored to the specific characteristics and diversity of projects undertaken by local authorities and the local public sector:

- real estate leasing: financing of public facilities such as schools, hospitals and cultural centres;
- equipment leasing: financing of professional equipment for local authorities or public bodies to meet specific operational needs;
- factoring: solutions to improve the cash flow of local actors, allowing them to manage their financial flows more flexibly.

Asset securitisation

La Banque Postale offers solutions to mobilise receivables portfolios to free up financial capacity and enable local players to reinvest in their priority projects.

Monitoring and control of the implementation of La Poste's missions and its effectiveness

The performance of La Poste's four public service missions is monitored and controlled at national level by:

- the group's in-house governance and monitoring bodies (Board of Directors, Public Service Missions Committee, etc.);
- external governance and monitoring bodies (such as the Senior Monitoring Committee for the Public Service Agreement);
- the industry regulator (Arcep);
- departments of the French Ministry of the Economy (Directorate-General for Business (DGE), State Investment Agency (APE), the Budget Department), and the Ministry of Culture (Directorate-General for the Media and Culture Industries (DGMIC));
- the European Commission (Directorate-General for Competition, Directorate-General for the Internal Market, Industry, Entrepreneurship and SMEs, etc.).

Regarding its press transport and delivery public service mission, La Poste is subject to high service quality targets for its deliveries. It has commissioned an independent market research firm to measure the average delivery times for the different types of press (daily press, urgent press, four-day delivery non-urgent press, and seven-day delivery). Summary monthly metrics of nationwide service quality are produced as part of this work and published on the www.presse-poste.fr website.

Regarding the universal postal service mission, La Poste is required to respect a high level of service quality, corresponding to a minimum percentage of items that must be delivered within the allotted timeframe. If these service quality targets – which are set by the Minister responsible for postal services⁽¹⁾ – are not met, La Poste may face financial penalties. Each year, La Poste publishes a dashboard⁽²⁾ setting out metrics on topics such as service quality, customer satisfaction and complaint rates⁽³⁾. It also contributes to the market watch systems set up by Arcep for the postal and press markets⁽⁴⁾.

All of La Poste SA's postal workers, as well as the company's industrial facilities (postal contact points, industrial platforms, vehicle fleet, etc.), play an essential role in performing its public service missions. A portion of La Banque Postale's resources also contributes to the public service missions. Without these missions, the group's network of contact points would be considerably smaller, its industrial base would be downsized, and its number of postal workers would be reduced. The financial resources devoted to the public service missions correspond to the total amount of net costs associated with their performance. In the European Commission's decisions ruling that the compensation paid by the French State to La Poste for its public service missions complies with EU regulations on state aid, details are given about the resources used to perform these missions and the financial costs they generate⁽⁵⁾.

Press transport and delivery

In the same way as for the other delivery channels for the printed press, La Poste's press postal transport service is experiencing a structural decline in volumes. This means that despite the performance gains achieved by La Poste and the compensation it receives from the French State, the financial equilibrium of the press transport and delivery public service mission has been significantly eroded.

In response to this situation, the French government launched a reform of postal prices and financial aid for press deliveries, which led to a memorandum of understanding (MOU) signed on 14 February 2022 between La Poste, the French State, the three main organisations representing press publishers and Arcep. This MOU sets out a new framework for delivering subscription press by post and by courier services up until the end of 2026, in order to consolidate and future-proof a public service for the postal transport and delivery of press at preferential rates throughout France (by introducing a single price list and capping price increases at 2.0%). It is also designed to guarantee publishers greater freedom, quality and predictability for the delivery of their publications to subscribers.

As soon as the MOU came into force on 1 January 2023, La Poste actioned the commitments it had made, but the expected effects of the reform have not materialised. Against a backdrop of macro-economic upheaval, the expected switch to courier delivery did not take place, leaving La Poste with higher-than-expected volumes of press to deliver by post. In addition, the framework for price increases provided for in the MOU has not enabled La Poste to adjust its prices in line with inflation. Both of these factors have contributed to the widening losses of this public service mission.

In order to restore the financial equilibrium of its press transport and delivery public service mission, La Poste is lobbying for the cap on its prices to be removed and for it to be able to apply different annual increases in line with the costs incurred.

Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [S3-5]

The targets related to public service missions are set by law and are specified in the public service agreement between La Poste and the French State. The affected communities are indirectly involved in these targets as they derive from laws adopted by the French parliament⁽⁶⁾.

In accordance with the provisions of the public service agreement, customer satisfaction is taken into account when measuring the performance of the universal postal service, in addition to the above-mentioned service quality targets set by order of the Minister responsible for postal services. Customer satisfaction is measured by calculating the NPS⁽⁷⁾ after interaction between La Poste and a customer. Published for the first time in 2018 in the universal postal service dashboard, La Poste's overall NPS has increased by 30 points since 2018⁽⁸⁾.

(1) See the Order of 7 September 2023 on the quality of service targets set for La Poste for 2023, 2024 and 2025 for the universal postal service.

(2) "La Poste, the universal postal service provider in France", La Poste Groupe.

(3) <https://www.lapostegroupe.com/en/the-universal-postal-service>.

(4) <https://www.arcep.fr/cartes-et-donnees/nos-publications-chiffrees/observatoire-courrier-colis/marches-courrier-colis-activites-connexes-france-2023.html>.

(5) Commission decision of 06/04/2018 in case SA.49469 (2018/N) – Compensation de la mission d'aménagement du territoire en faveur de La Poste pour la période 2018-2022; Commission decision of 05/12/2022 in case SA.102817 (2022/N) – Service d'intérêt économique général – Mission de transport et de distribution de la presse pour la période 2023-2026; Commission decision of 24/10/2017 in case SA.57570 (2021/N) – Mission d'accessibilité bancaire pour la période 2021-2026; Commission decision of 07/12/2023 in case SA.100746 (2023/NN) – Aide d'État à La Poste en contrepartie du service universel postal au titre des années 2021-2025.

(6) See paragraph "Policies relating to affected communities [S3-1]".

(7) See definition in the glossary at the end of this Universal Registration Document.

(8) See Section 1.1.3.4 "Consumers and end-users", paragraph "Sales and marketing practices and service quality".

Processes for engaging with affected communities about impacts [S3-2]

Regional development

The regional development mission is governed by the local postal coverage agreement, which is a three-way agreement signed between the French State, the AMF (the Association of French Mayors and Presidents of Municipal Groups) and La Poste Groupe. It sets out the management guidelines for the national postal territorial compensation fund, which is designed to finance the regional development mission. These guidelines provide for a resource allocation method that takes into account the different regional requirements, with priority given to rural areas, mountainous areas, disadvantaged neighbourhoods and overseas France. This allocation system means that more funding can be allocated to the most vulnerable areas.

La Poste Groupe regularly holds consultations with elected representatives about its regional development mission, in line with the governance of the postal coverage agreement which provides for continuous dialogue between the French State, the AMF and La Poste Groupe within the National Observatory of Postal Coverage (ONPP)⁽¹⁾ and the Departmental Commissions on Local Postal Coverage (CDPPTs). Discussions with local authorities are conducted at the highest level, between the group's Chairman and Chief Executive Officer and the Chairman of the AMF.

Each département of France has its own CDPPT, in which representatives of mayors and elected representatives from that département and from the region play an active role. The CDPPTs are both discussion forums and decision-making bodies and mayors can submit appeals to them concerning changes to postal coverage in their municipalities. The CDPPTs allow for decentralised management of postal coverage across France and solutions tailored to specific regional needs, by allocating part of the postal service compensation fund that is ring-fenced for the départements to finance renovation/building works in post offices, the transformation of post offices into new-generation contact points, or the implementation of support measures for local populations in vulnerable situations (social outreach) in compliance with the commitments made at national level. Every year, a report is drawn up of the financing provided and the action taken within each département.

At national level, the ONPP, which is made up of representatives of the French State and La Poste, as well as members of parliament and local elected representatives⁽²⁾, is responsible for verifying that the local postal coverage agreement is being effectively implemented. The ONPP monitors the use of the compensation fund's resources, the actions taken by the CDPPTs and changes in the postal network. In addition to these monitoring duties, the ONPP plays a forward-looking role by promoting innovative solutions for adapting the postal service to the changing realities of France's regions. The members of the ONPP meet at least three times a year.

In parallel, La Poste regularly communicates with its supervisory and regulatory authorities (the Ministry of the Economy and Finance, and Arcep), and all stakeholders affected by the proper performance of its public service missions. For example, the Chairman and Chief Executive Officer organises monthly discussions with members of parliament. From an operational perspective, La Poste's regional representatives act as a veritable interface between the group and all the political, economic, social and cultural players in their region, and the Chairman and Chief Executive Officer goes out to meet users, elected representatives and postal workers every week.

This dialogue between La Poste and the representatives of the communities affected by the group's activities (elected representatives, consumer organisations, etc.) guarantees the quality of the services provided to society as a whole.

Additionally, the group regularly conducts cross-functional surveys among elected representatives, users and postal workers to assess their satisfaction and identify potential points of concern. Elected representatives can refer any concerns they may have to the Chair of the ONPP, and discussions are organised with them each time a new local postage coverage agreement is planned, so they can give their feedback on the current agreement and explain what they would like to have in the next one.

The local postal coverage agreement provides for two studies to be carried out. The first one – conducted by an independent organisation – measures the quality of the network and of the service deriving from the implementation of the local postal coverage agreement. In particular, it assesses:

- the satisfaction levels of elected representatives, users, postal workers and retail partners, with a specific focus on disadvantaged neighbourhoods and overseas France;
- the level of knowledge of the types of postal coverage available (post offices, including the postal carrier-counter clerk model, LPACs, La Poste Relais, France Services Postale); and
- people's views about the public services available in their region.

The second study measures the quality of regional dialogue and compliance with the consultation rules set out in the local postal coverage agreement. It concerns municipalities in which one or more post offices have been transformed into new-generation contact points. Mayors are consulted on compliance with the rules relating to regional dialogue and the quality of that dialogue. The Chairs of the CDPPTs are invited to give their feedback on whether they think that the obligations in the local postal coverage agreement have been met, and to express their opinion about how the agreement is being implemented in general.

Processes to remediate negative impacts and channels for affected communities to raise concerns [S3-3]

As part of its public service missions, La Poste puts in place a number of procedures to respond to the difficulties that affected communities may encounter, while ensuring direct dialogue with them. These procedures not only help remedy any problems that may arise, but also provide accessible communication channels for affected communities to raise any concerns.

There are many communication channels⁽³⁾ open to users and the general public to express their concerns, particularly regarding the performance of public service missions. These channels are free of charge for all beneficiaries of La Poste Groupe's services and are available in both physical and digital formats.

In addition, a whistleblowing system has been set up by the industry regulator, Arcep, called "J'alerte l'Arcep", which consumers can use to directly report any problems with postal services. This system reinforces La Poste's commitment to dealing with customer concerns quickly and efficiently.

(1) See definition in the glossary at the end of this Universal Registration Document.

(2) The ONPP has 28 members, in the following exact proportions: six members appointed by the French State, six members appointed by the AMF, six members appointed by La Poste, six members of the French parliament appointed by the High Commission for Digital and Postal Services, two members appointed by Régions de France from among the regional councillors who are members of the CDPPTs, and two members appointed by the Assemblée des départements de France from among the departmental councillors who are members of the CDPPTs.

(3) See Section 1.1.3.4 "Consumers and end-users [S4]", in particular the Boucle Courte (short-loop) scheme, which allows beneficiaries of public service missions to submit complaints directly with postal workers, as explained in paragraphs "Processes for engaging with consumers and end-users about impacts [S4-2]" and "Processes to remediate negative impacts and channels for consumers and end-users to raise concerns [S4-3]".

Disputes with beneficiaries of public service missions that cannot be resolved through the usual channels can be referred to La Poste Groupe’s consumer mediator⁽¹⁾.

More specifically, with regard to its universal postal service mission, La Poste undertakes to provide transparent information on complaints procedures and conditions relating to compensation

and damages⁽²⁾. To ensure rigorous monitoring of the quality of its services, the universal postal service dashboard is published each year, including data on the number of complaints and the way they have been handled.

1.1.3.4 Consumers and end-users [S4]

Material impacts, risks and opportunities and their interaction with strategy and business model [ESRS 2 SBM-3]

La Poste Groupe has built a multi-business model structured around several business lines, and offering four families of products and services: mail and parcels products and services, digital services, bancassurance services (via La Banque Postale) and local services.

The group addresses millions of individual and business customers, who can access its products and services through its network of local face-to-face and digital contact points. In accordance with ESRS S4, this section of the Sustainability Statement relates to consumers of the group’s products and services (customers purchasing physical products, insurance policyholders, senders of mail and parcels, etc.) and end-users (third-party beneficiaries of contracts, recipients of mail and parcels, end-users of physical products, etc.).

The group’s purpose (*raison d’être*) reflects its goals of providing best-in-class service quality, while respecting the rights of its customers and users, and of transforming its activities by developing new services in order to meet the needs of modern-day society. These goals are also reflected in the group’s 2030 strategic plan. Customer satisfaction is one of the group’s key levers of action: “Serve customers with the highest level of quality, remain the preferred intermediary for existing customers while winning over new ones.”

The management of risks and material impacts related to consumers and end-users (see details below) is therefore incorporated into the group’s systems and subsequently applied across its various business lines so as to closely meet customers’ needs at local level.

The double materiality assessment carried out in 2024 identified the following material impacts and risks relating to La Poste Groupe’s consumers and end-users⁽³⁾:

- sales and marketing practices and service quality:
 - impact: access to a continuous, high-quality service for all customers;
 - risk of reputational damage and loss of market share due to failure or inability to adapt offerings to market trends;
 - risk of non-compliance and reputational damage due to lack of transparency and abusive sales or marketing practices;
- local services and new services:
 - impact: better living conditions thanks to support services for vulnerable populations such as the elderly and the disadvantaged;
 - impact: accessible banking;

- cybersecurity, AI management and digital trust:
 - impact: security and integrity of customer data (including databases, confidentiality of correspondence, AI solutions);
 - impact: transparency (about the use of an AI system and how it works and communication about any potential incidents) and reliability of software systems and solutions (including reducing potential bias);
 - risk: cyber-attacks jeopardising business continuity and the security of customer, employee and/or partner data;
 - risk: leaks of customer data, resulting in partners’ and customers’ loss of confidence, and undermining the group’s positioning in digital trust;
 - risk: leaks of customer data, leading to legal proceedings.

Sales and marketing practices and service quality

Policies and actions related to sales and marketing practices and service quality, consumers and end-users [S4-1] [S4-4]

Compliance of sales and marketing practices: competition law

La Poste Groupe’s Code of Conduct, and in particular the competition code of conduct, sets out a range of principles and standards constituting a behavioural framework that the organisation undertakes to ensure is respected by its employees, as well as by its partners and business relations. It specifies that the group is committed to adopting best practices in terms of its disclosures to customers, as well as in its communications and presentations to customers, based on the three principles of clarity, accuracy and honesty. In its banking activities, the group is careful to ensure that customers are given the information they need and that their interests are protected.

In addition, as a responsible economic player, the group has a competition compliance policy which forms part of a proactive strategy backed up by a comprehensive system for ensuring that competition laws and regulations are respected. This policy governs relations between companies regarding their sales and marketing practices. Compliance with the rules prohibiting anti-competitive practices is a legal obligation and a central element of the company’s economic responsibility. The Code of Conduct includes the obligation to respect human rights, particularly with regard to customers and anti-discrimination measures, in line with La Poste Groupe’s human rights policy. The principles set out in the Code of Conduct, including the competition compliance policy, are underpinned by a body of standards, as well as risk mapping processes, training programmes, controls, metrics and systems of reporting to the group’s governance structures. The group’s compliance departments help the business lines implement these measures.

(1) See Section 1.1.3.4, “Consumers and end-users [S4]”, in paragraphs “Processes for engaging with consumers and end-users about impacts [S4-2]” and “Processes to remediate negative impacts and channels for consumers and end-users to raise concerns [S4-3]”.

(2) See Section 1.1.3.4, “Consumers and end-users [S4]”, in paragraphs “Processes for engaging with consumers and end-users about impacts [S4-2]” and “Processes to remediate negative impacts and channels for consumers and end-users to raise concerns [S4-3]”.

(3) See Section 1.1.1.4 “Management of impacts, risks and opportunities”.

The Code of Conduct is aligned with international conventions, i.e., the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct, the UN Universal Declaration of Human Rights and the fundamental conventions of the International Labour Organization (ILO).

The strategic plan, the group's Code of Conduct and associated compliance policies are available on La Poste Groupe's website.

Service quality: adapting offers to market trends

As stated in its strategic plan for 2030, the group is committed to serving all of its customers with the highest level of quality, and remaining the preferred intermediary for existing customers while winning over new ones. The measures taken to achieve this objective are directly overseen by the Executive Committee. The group strives to ensure that all of its customers have constant access to high-quality services, and it endeavours to adapt its offerings to market trends. The strategic plan was updated in 2023 to factor in market developments and the new economic and geopolitical environment.

This customer-centric objective in the group-level strategic plan is rolled out to the business lines and subsidiaries, with policies tailored to each business and each category of consumer and end-user. The following committees are responsible for the governance of service quality and customer experience: the France Customer Coordination Committee (FCCC), the Board of Directors' Quality and Sustainable Development Committee (QSDC), and the group Quality Committee:

- the FCCC – which comprises decision-makers from each business line as well as the group Strategy and Sustainability Department and the group's General Secretary's office – defines and oversees the cross-functional approach underlying the business lines' customer experience policies. Its work is prepared and driven by the group Quality Committee, which brings together the business lines' customer experience and customer relationship managers. An equivalent system exists at La Banque Postale;
- the QSDC is responsible for approving the objectives set and for monitoring on a monthly basis the main customer satisfaction metrics reported by the business lines, applying a multi-business and omni-channel approach.

In terms of quality of service and within the framework of its public service missions, in accordance with the fundamental principles of equality, continuity and adaptability, La Poste is present six days a week to collect and deliver mail and parcels throughout France. It also guarantees universal access to essential banking services⁽¹⁾.

Within the La Poste and La Banque Postale network, a Customer Experience Contract has been put in place (on a non-mandatory basis) by the network's Customer Experience Department to provide a framework for managing the customer journey. The aim of this contract is to ensure compliance with standards of speed and service, customer knowledge and complaints management, and to create a positive customer experience, whatever the type of La Poste/La Banque Postale contact channel used. The group has also launched a collaborative "Relational Footprint" project involving the Retail Customers & Digital Services business line, the Services-Mail-Parcels business line and La Banque Postale, which continued to be rolled out in 2024. The project involves implementing action plans to enable customers to experience the four "impressions" of the relational footprint.

La Poste has put in place business continuity plans to ensure that its customers have access to its services (particularly essential services) in the event of a crisis or a major incident affecting its business and its stakeholders. These plans cover, among other things, problems related to (i) inaccessibility of sites (due to severe weather events, fire, blockades, etc.), (ii) employees (industrial action, pandemic, accident, death), (iii) incoming and outgoing movements (blockades, breakdowns of machines, etc.), and (iv) IT

or communication systems (internet, business applications, telephone services, etc.). These procedures apply to all of the operating units of the Services-Mail-Parcels business line so that each site can continue to operate in the best possible way. The measures implemented are adapted on a local basis by the director of the affected site, using a group set of procedures that are tailored in accordance with several factors, including geographical location, type of site and type of incident. The following people are responsible for preparing and applying business continuity plans: the Chief Executive Officer of the Services-Mail-Parcels business line at national level, the Executive Director, the Regional Operations Director – Parcels, the Industrial Operations Director – Parcels and the subsidiaries' directors at regional level, and site directors at local level.

In 2024, an in-depth review was carried out of the business continuity plans for post offices, and the procedures were significantly enhanced for dealing with situations where information systems (IS) become unavailable or when a post office is closed following an incident. Based on this review, the emergency procedures were overhauled, priorities were identified for specific cases, and different response levels were assessed depending on the types of access difficulties. The updated business continuity plans were submitted to a panel of sector customer service managers to get their in-the-field feedback before being widely relayed to the operations teams.

When updating these plans, particular attention was paid to making sure that if an incident occurs, state welfare benefits would continue to be paid to their beneficiaries, given the importance of these payments for the vulnerable and the fact that they represent a large proportion of transactions carried out in post offices (in 2024, almost 2.1 million transactions each month corresponded to welfare benefit payments made by the French social benefits organisation (CAF) into beneficiaries' accounts held with La Banque Postale, representing a total amount of €1.2 billion). For example, if part of the information system goes down, a special-purpose committee can launch a back-up procedure called "SOS Presta" enabling customer service managers to use workaround solutions. By taking these additional measures, La Poste has reiterated its commitment to social inclusion and equal access to its services, even in the most difficult circumstances.

The group has a comprehensive risk management system, which takes into account the risks and dependencies associated with consumers and end-users. It is this system that enables La Poste to future-proof its development and sustainable growth. Its underlying framework is the group's Risk Management Charter (last updated in 2024), which sets out the risk management principles applicable to all entities, i.e., La Poste (the parent company) and holding companies and subsidiaries whose accounts are fully consolidated, as well as companies controlled jointly with another group. The Risk Management Charter also covers critical activities that are subcontracted or outsourced.

Led by the group's Risk Department, the risk management system is based on a shared method used by all group entities as well as a group-wide risk repository. This provides a clear, shared view of risks, and enables the entities' individual risk repositories to be harmonised with the group's risk repository for the purposes of consistency. Among the risks identified, risks related to consumers and end-users are taken into account via several categories of operational risks:

- risks relating to products, customers and sales and marketing practices (including service quality and business practices);
- risks relating to the performance, delivery and management of processes (including the risk of failures in the performance of its activities);
- business interruption risks.

(1) See Section 1.1.3.3, "Affected communities [S3]".

The group's main risk map also includes the following risks:

- risk of non-compliance with competition laws;
- risk of non-compliance with personal data protection;
- cyber risk resulting in the destruction of a business unit of La Poste Groupe or one of its subsidiaries;
- risk of business disruptions in the event of a major crisis.

In addition to identifying risks, the permanent controls implemented by the group and its entities help to assess the maturity and effectiveness of the systems for managing the associated risks. The risk management system (RMS) is the set of measures implemented to control or mitigate the identified risk. It can be used to control the occurrence of the risk or its impact. The difference in evaluation between gross risk and net risk stems from its reality and effectiveness. The risk management system includes the control plans implemented at the first and second levels. The risk management plan (RMP) is a set of realistic, structured and coherent measures to be undertaken in addition to the RMS to mitigate the risk, plus a control plan if necessary.

In terms of disclosures and reporting, the group Risk Department is responsible for regularly reporting on the group's risks to its governance bodies, i.e., the Executive Committee and the Board of Directors' Audit Committee, and more broadly, for providing information about risk-related issues or topics of particular interest, as and when required or requested by the governance bodies.

Processes for engaging with consumers and end-users [S4-2] and channels for them to raise concerns [S4-3]

As part of the overall vision defined by the group in its strategic plan and policies, each business line sets targets with different time horizons in order to measure its progress in areas of operational excellence (rapidity, professionalism, fast processing of requests, etc.) and customer experience. Achievement of these targets is monitored via feedback and consultation systems that enable the group to measure customer satisfaction levels, identify strengths and weaknesses, and use the feedback to determine whether any products and services need to be adapted to new market trends.

To this end, each business line has feedback systems in place, including customer satisfaction surveys that are used to track customer satisfaction metrics. At group level, the Quality and Sustainable Development Committee (QSDC) monitors the key metrics and validates the annual targets. Customer satisfaction levels are measured through satisfaction surveys conducted among a representative number of customers (several million customers a year) for each business line.

These satisfaction levels are incorporated into the company's profit-sharing scheme, which is based on two components: a basic bonus, calculated on the basis of the company's financial performance, and on top of this, a bonus related to the company's ESG performance. The ESG bonus, which can total up to 40% of the basic bonus, is contingent on achievement of criteria that include customer satisfaction (accounting for 20% of the bonus).

La Poste's four historical business lines use the Net Promoter Score method for measuring customer satisfaction:

- Net Promoter Score Mail and Net Promoter Score Parcels, which measure customer satisfaction for deliveries of letters and parcels;

- Net Promoter Score Bank, which measures the satisfaction of La Banque Postale's customers in general for retail banking customers in mainland France drawn from a nationally representative sample of French residents aged 18 to 75;
- Net Promoter Score Retail Customers & Digital Services Network, which measures how likely customers are to recommend the post office they have recently used.

These service quality criteria also form part of the Chairman and Chief Executive Officer's roadmap of annual objectives, accounting for 5% of his total compensation. The performance levels of the metrics are measured annually based on three thresholds - low, median and high - with values set for each threshold for the three years covered in the 2024-2026 agreement.

In addition, regular dialogue is carried out with legitimate representatives of consumers and end-users through consultations with consumer organisations.

Taken together, the above measures and systems feed the business lines' strategy planning and operational preparations for developing and reworking their products and services and for maintaining customer satisfaction levels.

The group's overall customer satisfaction approach is underpinned by ensuring that complaints processes are easy to access and that complaints are recorded exhaustively and promptly dealt with. Complaints are handled separately for each business line, based on their specific operational characteristics and the provisions set out in their general terms and conditions of sale, particularly regarding responses and solutions to complaints and any compensation paid. Complaints are not lodged on an anonymous basis in order to be able to handle them properly, but the data is managed in strict compliance with the General Data Protection Regulation (GDPR)⁽¹⁾.

Customers and users of La Poste Groupe's products and services can raise concerns via a range of channels, including online, by post, by phone or directly at a post office. There is no charge for customers for making complaints.

Since 2021, La Poste has rolled out its short-loop complaints system in post offices, mobilising almost 50,000 postal workers every day to receive complaints, with the aim of processing them within 48 hours. It allows customers to submit a complaint directly in a post office with a customer services manager, who then becomes the customer's point of contact in the same way as if they had lodged their complaint by phone or on the [laposte.fr](https://www.laposte.fr) website. The short-loop system also ensures that an initial response to complaints related to distribution is provided by operational teams within 48 hours. Other types of complaint are forwarded to the customer relations centres. This system enables complaints to be dealt with quickly, ensuring fast response times.

Each La Poste point of contact displays the customer service number (3631 - France only) and all post office staff are able to handle complaints from customers and users of the group's services. National complaints are generally dealt with within five days, although in La Poste's general terms and conditions of sale it is specified that complaints may take up to 21 days to be processed, except for complaints concerning overseas or international shipments which may take longer. Lastly, if the response provided is not satisfactory, the customer can appeal to Customer Services. If no agreement can be reached between La Poste and a customer, or if the customer has not received a response to their complaint within two months, they can refer the matter to La Poste Groupe's consumer mediator.

(1) See paragraph "Cybersecurity, AI management and digital trust".

The aim of the consumer mediator scheme, which covers the whole of the group, is to resolve any disputes with individual consumers related to the group's products or services. Referrals can be made free of charge online, on the mediator's website, or by post, and the mediator and its staff are subject to a duty of strict confidentiality. The mediator is required to put forward a proposed solution within three months from when the referral is made. The process is described in the Consumer mediator's Charter, which is available on La Poste Groupe's corporate website.

The mediator publishes annual activity reports (available on its website or in printed format on request) that include the information required under Article R. 614-2 of the French Consumer Code. The annual activity report is presented once a year to the Chairman and CEO of La Poste Groupe, the Chairman of La Banque Postale's Executive Board and all relevant organisations, including approved consumer organisations. The mediator identifies recurring or significant issues that arise frequently and which are the cause of legal disputes, and may make recommendations on how to prevent, avoid or resolve such issues. The mediator also proposes any general measures that it considers could improve relations between consumers/end-users and the La Poste Groupe entity or La Banque Postale entity or subsidiaries' entities, or which could create a smoother process for handling complaints or prevent them from arising in the first place. The mediator puts forward similar specific measures to the directors of the entity concerned and warns the managers of La Poste, La Banque Postale and subsidiaries about any serious risk of disputes or legal proceedings that it may identify. In accordance with Article L. 614-5 of the French Consumer Code, at least once every two years the consumer mediator of La Poste Groupe reports the required information listed in Article R. 614-4 of said Code to the French government's Consumer Mediation Assessment and Monitoring Commission.

The fact that customers use the group's feedback, complaints, mediator and whistleblowing systems demonstrates that they know about the systems and trust them. The number of interactions with customers is one of the metrics tracked by the managers of each system to ensure that the system's services are widely known about and effectively used.

Local services and new services

Policies, actions and targets related to inclusion and autonomy at home [S4-1; S4-4]

To meet the challenges of today's changing society and demographics, La Poste Groupe is developing a range of local people-oriented services. These new services are designed to overcome isolation and improve living conditions for people, particularly the most vulnerable. In particular, the group is committed to helping people age well at home. In France, there are currently 15 million people aged 60 and over, which will increase to 20 million by 2030, and almost 24 million by 2060.

Aware of these challenges, La Poste is developing innovative services to support older people and their families in their daily lives. One example is the *Veiller sur mes parents* offering, which proposes regular home visits by postal carriers, backed up by a 24-hour remote assistance service. Another is the Ardoiz tablet, which was designed by and for seniors who lack digital skills, to help bridge the digital divide. In parallel, La Poste Mobile has mobile phones and plans tailored to the specific needs of the elderly, and La Banque Postale offers insurance solutions and home improvement loans to make their daily lives easier. As such, 283,273 people benefited from support services for older and

vulnerable people. With this range of services, La Poste is demonstrating its commitment to remaining an essential local player, anticipating the needs of seniors and contributing to their well-being at every stage of their lives.

In October 2023, La Poste Groupe created La Poste Health & Autonomy⁽¹⁾, bringing together within a single structure all of its human and digital skills in home healthcare and health data. This new entity has a dual aim: (i) to help people who are vulnerable due to age or illness to keep living independently in their own homes, and (ii) to use health data within an ethical and sovereign framework to optimise the efficiency of the healthcare system and facilitate the day-to-day work of healthcare professionals. La Poste Health & Autonomy combines, via Docaposte, the healthcare entities of the group's two historical business lines: Services-Mail-Parcels and Retail Customers & Digital Services.

In view of the diversity of the players involved, a specific governance structure has been put in place for La Poste Health & Autonomy. The expertise in healthcare and independent living covered by the new structure includes digital trust services, in particular via Docaposte, Maincare, Heva, Welium and Careside; local people-oriented services via Asten Santé, Diadom, home healthcare service providers and Axeo Services and Âge d'Or Services; and home help and support services for independent seniors and people experiencing loss of autonomy who need help with essential day-to-day tasks. La Poste Health & Autonomy's strategy is underpinned by the complementary nature of home healthcare and health data, and draws on the group's know-how in local people-oriented services and digital trust services. It accordingly aims to contribute to the improvement of care for people suffering from chronic illnesses or loss of autonomy and reducing the pressure on hospitals by promoting home care.

Regarding health data, La Poste Health & Autonomy draws on Docaposte's expertise in secure digital services and sensitive data management in order to:

- optimise the efficiency of care structures through more effective resource management;
- improve the quality and safety of healthcare by ensuring rigorous data management;
- accelerate clinical research and innovation for developing new medical solutions.

In 2024, La Poste Health & Autonomy cared for 320,000 patients at home thanks to 5,000 staff, including 4,700 care assistants and 300 qualified healthcare professionals. In some regions of France, postal workers are specially trained by a geriatrics unit to work closely with the regional ecosystem in identifying needs for care services, which they then propose and subsequently coordinate in the aim of encouraging prevention and independent living. These postal workers continue to support the people concerned over a long period of time in order to build up a relationship of trust.

Lastly, La Poste also works at a regional level to assist with the implementation of public health policies on prevention. When requested by the authorities concerned, postal workers provide information and raise awareness (vaccination campaigns, bowel cancer screening, etc.). Since 2019, La Poste has been working in partnership with regional healthcare professionals to roll out the ICOPE (Integrated Care for Older People) programme run by the World Health Organisation (WHO). The company provides information and training about the ICOPE self-assessment process, and through specially-trained postal carriers plays an active role in identifying persons showing signs of age-related fragility so they can be given the care they need as early as possible.

(1) See 2024 URD Section 1.1.1, "Activities and market dynamics" of the Services-Mail-Parcels business line.

Policies, actions and targets related to digital inclusion [S4-1; S4-4]

La Poste Groupe also takes part in initiatives to promote digital inclusion and combat digital illiteracy, in line with its commitments to society in general as a mission-led company. It is estimated that 16 million people in France lack basic digital skills. Thanks to its extensive networks, its proximity and its know-how in terms of inclusion, La Poste is positioned as a privileged partner of the French government and local authorities in accelerating the implementation of initiatives to reduce the digital divide. Each year, the group goes further in its digital inclusion action plans, focusing on five key levers: detection, support, training, equipment, and access for people unfamiliar with digital technology.

The group is supporting the French government's digital inclusion strategy by actively contributing to the programmes run by the ANCT (French National Agency for Regional Cohesion) in conjunction with Banque des Territoires. In 2024, there were two interlocking systems in place:

- the first, focused on helping people carry out their administrative procedures online in the 414 "France Services" accredited post offices and the 120 other outlets acting as liaisons for the system;
- a second system designed to enable people to become digitally independent, with 78 digital advisors located in 63 départements selected by the ANCT to offer training to those who want it on topics such as browsing the web, drafting CVs, applying for a job, using a video-call service or learning about cybersecurity.

In 2024, 618,517 people were helped by the France Services system (30% more than in 2023) and 37,803 people were accompanied by a digital advisor, either in a post office or an Etape Numérique⁽¹⁾ digital space (down by almost half in 2024 due to the end of the mandate of the previous cohort of digital advisors, and their gradual replacement). The Etapes Numériques, of which there were 95 in 2024, are spaces fitted out with computers thanks to co-financing with Banque des Territoires. They are used by partner non-profit organisations to provide digital training. In 2024, 39,135 people were helped by La Poste's digital advisors or partner organisations, in post offices or in the Etape Numérique spaces.

The group has a social and digital outreach programme, which was available in 620 post offices in priority urban neighbourhoods in 2024 and is designed to help people who are socially, financially and/or digitally vulnerable, as well as people whose mother tongue is not French. This programme facilitates access to postal and banking transactions through professional outreach workers employed by 147 non-profit organisations who provided these services for La Poste in 2024. 1,514,574 people were assisted by post office mediators (including 1,485,073 people in post offices located in disadvantaged neighbourhoods or with "Social Bank" status). Altogether, 2,166,008 people were helped through the group's social and digital inclusion initiatives in 2024. In addition to helping vulnerable groups, La Poste facilitates access to digital technology for the general public by:

- enabling secure access to administrative documents anywhere, any time, via the Digiposte digital safe. To enable everyone to access these tools, La Poste is working with social action organisations to tackle exclusion by making its digital safe available, entirely free of charge, to all financially vulnerable groups;
- providing people with a digital identity: La Poste offers an easy way for everyone to have a digital identity, verified in person by a postal carrier or a post office counter clerk, which makes administrative procedures simpler.

In parallel, thanks to the Ardoiz tablet and its hotline, La Poste is supporting older people in using digital technology, which helps

them stay in contact with friends and family, have access to public and essential services that are becoming increasingly digital, and get used to useful digital tools such as France's Mon espace santé national medical records system. Since this solution was created, more than 100,000 Ardoiz tablets have been used to help bridge the digital divide for older people.

Policies, actions and targets related to banking inclusion

As a mission-led company, La Banque Postale places its model at the service of a just transition and is committed to creating sustainable and shared value. Its commitment to inclusive banking, aimed at guaranteeing access to bancassurance services for all, is central to this model.

Mandated by the French government to ensure accessible banking, La Banque Postale guarantees universal and non-discriminatory access to essential banking services for vulnerable groups.

The Livret A savings account is at the heart of this mission. It is a simple, accessible and free product available to anyone who wants it, based on the principle of universality. La Banque Postale must respect specific obligations, such as:

- free opening of Livret A accounts for all individuals, although in practice this mainly concerns low-income households or people with precarious finances. Certain legal persons are also eligible;
- free cash withdrawals and deposits from €1.50, accessible in all authorised post offices;
- authorising transfers of social benefits and direct debits for social housing rent, tax and essential bills (water, gas, electricity, telecommunications);
- free additional services (transfers to the current account of the holder or his or her legal representative, bank cheques and withdrawal cards usable in the La Banque Postale network).

In this way, the mission guarantees real access to banking services for 1.2 million customers who are excluded from traditional banking, thus contributing to their social and financial integration.

Policies, actions and targets related to professional integration

In addition to these initiatives for social and digital inclusion, La Poste Groupe also takes action to promote equal opportunities and help young people enter the world of work. These measures fall not only within the scope of the group's human resources policy and the Human Resources Department, but also that of its commitment to society in general.

For several years now, La Poste has been involved in the PAQTE initiative, run by the French Ministry for Regional Cohesion and Relations with Local Authorities. The aim of this initiative is to mobilise companies in priority urban neighbourhoods to train and recruit local residents, and to reach out to the small and mid-sized businesses located in those neighbourhoods.

L'Envol, La Banque Postale's campus, aims to promote the education of students from modest backgrounds from all over France. Students receive individualised support from secondary school right through to their entry into general-purpose, technological or vocational higher education courses, which sometimes continues until students start work. By 2024, L'Envol had reached close to 1,200 students, through involvement from more than 1,300 employees. In 2024, the students benefiting from L'Envol had a 100% success rate in the general baccalaureate, of which 96% with honours, and 91% in the professional baccalaureate, of which 80% with honours. All went on to further education.

(1) See definition in the glossary at the end of this Universal Registration Document.

Cybersecurity, AI management and digital trust

The group's cybersecurity and personal data protection strategy – which covers not only customers, but also employees and partners – is based on three core policies:

- data policies;
- personal data protection; and
- information systems security policy.

These policies set out the group's fundamental principles on protecting personal data, with the dual aim of ensuring compliance with the relevant regulations and mitigating the risk of personal data leaks, as well as being able to react effectively in the event of an attack on its IT systems. The group has drawn up a Data & AI Charter to provide a framework for the use of artificial intelligence and strengthen the robustness of its AI systems against cyber-attacks. The policies set up at group level are implemented within each business line and subsidiary. Additional measures may be put in place by the various entities where necessary, but they must be approved by the group, particularly with regard to personal data protection.

Cybersecurity, AI and digital trust policies for consumers and end-users [S4-1]

Digital technology is a priority focus in the group's 2030 strategic plan. The Data & AI unit rolled out a data policy in 2022, which serves as the reference framework for managing and using data within the group and its business lines and subsidiaries. The objectives of this policy are defined by the group's Chief Data Officer (CDO) with contributions from the business-line CDOs. The policy is approved by the Executive Committee as part of the group's strategic plan and is based on the following key principles that underpin the group's data transformation:

- handling and managing La Poste's data as a strategic corporate asset;
- deploying a group-wide governance structure tailored to the organisation's needs;
- developing a strategy for the business lines and data teams centred on acculturation, change management and data/AI skills-building, and embedding an ethical approach to data management;
- ensuring that the group's data universe is shaped in full compliance with the applicable standards, rules and regulations, in particular the GDPR, information security rules, and regulations specific to the group's different operating sectors (such as banking regulations).

The data policy establishes a framework for the use of data and complements the policies on the protection of personal data (GDPR) and cybersecurity. It emphasises the importance of respecting the principles set out in these policies when implementing projects.

In order to support the growing use of AI and data, in 2022 La Poste Groupe set up a Trusted AI Committee, co-chaired by the Chief Data Officer and the Chief Sustainability Officer and made up of representatives from the group and its business lines and subsidiaries, as well as external specialists. A Data & AI Charter, replacing the 2016 Data Charter and the 2023 Trusted AI Charter, was adopted and signed in 2024. This new charter sets out clear guidelines for the responsible use of AI systems, in line with the group's values of trust and integrity. This approach fits seamlessly with one of La Poste's four commitments as a mission-led company, namely to promote ethical, inclusive and affordable digital services.

General personal data protection policy

In order to safeguard the security and integrity of all customer data, La Poste Groupe has drawn up and implemented a general personal data protection policy. This policy applies to La Poste SA and La Poste Groupe subsidiaries (subsidiaries over which the group exercises exclusive or joint control, based in France or in other countries in the European Economic Area (EEA), as well as in countries outside the EEA) and all the employees of those entities whenever they act in the name and on behalf of a group entity and process personal data.

It complies with the requirements of the GDPR. Entities located in countries outside the EU with regulations that are less stringent than European legislation must comply with the requirements set out in the group's policy. If, on the other hand, local requirements are more stringent than those in the EU, the entities concerned are expected to put in place a system that respects local legislation while remaining in line with the group's policy.

The general personal data protection policy is also based on the key principles of the GDPR, therefore ensuring that the security and integrity of personal data is protected for all direct and indirect customers of the group's products and services, as well as for its partners and employees. The principle of accountability introduced by the GDPR resulted in La Poste Groupe having to put in place several internal mechanisms and procedures to be able to demonstrate its compliance with data protection rules at all times. Each entity is responsible for protecting the personal data it processes. This protection takes the form of procedures, controls, and physical and organisational systems in all of the group's entities. Each data controller within the business lines and subsidiaries must be able to demonstrate their entity's compliance, including by providing evidence of the effectiveness of the technical and organisational data protection measures applied.

To make sure that its data governance is structured and effective, the group has set up a data protection unit comprising:

- the group Data Protection Officer (DPO), who is responsible for protecting the data used group-wide, and is registered with the French Data Protection Authority (CNIL). Assisted by a dedicated team, the group DPO oversees the implementation of and compliance with the GDPR and other applicable personal data protection regulations across the group;
- business-line DPOs, who report to the group DPO and are responsible for ensuring personal data protection within their respective remits;
- DPOs appointed within certain group entities when the group DPO deems necessary (e.g., because of the entity's size);
- GDPR officers appointed in each group entity (departments and subsidiaries).

The data protection unit has a charter that details its organisational structure and processes, as well as the roles and responsibilities of each member and the governance system in place.

In view of the central importance that La Poste Groupe gives to data protection within its activities, the appointment of the group DPO was made by the Chairman and CEO, who gave him a specific engagement letter. The general policy on personal data protection and the data protection unit's charter were presented to the group Executive Committee, which is regularly given updates on data protection compliance work, as is the group Audit Committee.

Information systems security policy

La Poste has an information systems security policy that is applicable group-wide (“ISSP-G”). It is addressed to everyone who works on or carries out controls on information systems (IS) within the group’s corporate functions, business lines and subsidiaries. Cybersecurity governance is overseen by the group’s General Secretary, who chairs the IS governance and security bodies (group Cyber Committee and group Information Systems Committee), which validate the security strategy and ensure that security is integrated into all projects.

The information systems security policy is guided by a general framework that sets out the objectives and general principles of IS security and the organisation required to ensure consistent deployment of the group’s rules. Its aim is to mitigate the risks of cyber-attacks and customer data leaks, and to remedy any risks identified.

The policy’s implementation is structured around three fundamental principles to achieve its security objectives:

- data security must be compliant with the applicable laws, regulations and the state of the art;
- IS security risks must be managed in a regular and proportionate manner and aligned with the group’s strategic objectives;
- IS security measures must be implemented on a gradual and pragmatic basis.

The group Global Chief Security Officer (GCSO) is responsible for the policy’s strategic oversight for the group as a whole, as well as for its individual business lines and subsidiaries. The GCSO is tasked with putting forward the IS security strategy, ensuring it is relayed across the group, and monitoring the application of the ISSP-G. In parallel, the Chief Cybersecurity Officer coordinates the cybersecurity system of the group and its entities. He is responsible for designing cybersecurity measures and for leading and training the various players involved. He is assisted by IS security managers within the business lines, who are responsible for any adaptations to the specific rules applicable to their activities.

The group is committed to respecting the fundamental rights of its customers and end-users by adopting an approach focused on the protection of personal data, in compliance with the GDPR, which is the strictest standard for the management of personal data. This regulation aims to ensure that personal data is collected, processed and stored transparently, securely and in accordance with privacy principles. This commitment aims to protect the fundamental rights of consumers and end users, namely their right to privacy and data protection. The group has therefore put in place strict processes to analyse the impact that any new personal data processing might have on privacy when this processing (or modification) could represent a high risk to the rights and freedoms of data subjects.

In order to guarantee that each individual has control over their own personal data, the group makes sure that its entities implement the necessary measures to enable data subjects to exercise their fundamental rights, i.e., the rights to information, access, rectification, erasure (the “right to be forgotten”), restriction of processing, portability and objection. Each group entity is responsible for drawing up its own procedure for responding to requests by data subjects to exercise their rights, which is submitted for prior approval to the group DPO and the entity-level DPO where applicable.

The group’s website has a page called “General Terms of Use” which sets out users’ rights to access, rectify or delete their personal data, and provides a link to a page dedicated to the group’s privacy policy. Accessible in just one click, the privacy policy page explains how the website’s users can exercise their personal data rights and how to contact the group’s DPO, as well as a full list of the purposes

for which their personal data is processed, the legal basis for the processing, and how long their personal data is stored by the group (excluding Geopost). A distinction is made between the processing of personal data relating to individual customers and that relating to business customers. All of this information is therefore available and easily accessible on the lapostegroupe.com website.

Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities related to digital technology [S4-5]

As part of its strategy for protecting the security and integrity of personal data, the group applies a qualitative approach.

The objectives set in its policies on personal data protection and cybersecurity are linked to the compliance objective in its overall IS security policy and are tracked through structured reporting systems in which data is regularly reported. The GDPR requires all personal data processing to be compliant at all times. These approaches are embedded into the group’s permanent control system, which includes regular reporting to its governance bodies, such as the Executive Committee and the Audit Committee. Through these actions, the group can regularly obtain assurance that the operational implementation of its policies is aligned with its strategic commitments.

Taking action to prevent and remediate material negative impacts on consumers and end-users, and effectiveness of those actions [S4-4]

All of the group’s entities and subsidiaries put in place appropriate action plans to achieve the objectives of each of the policies for managing the material impacts and risks relating to cybersecurity and the protection of personal data. These actions are aimed primarily at preventing and mitigating risks, but also at remedying any incidents that may occur.

To guarantee the security and integrity of personal data and prevent the risk of data leaks, including leaks of customer data, employees are made aware of how to protect information within the group. The data protection measures used include:

- classifying digital and paper-based information;
- using secure IT tools for storing and sharing digital data and storing paper documents securely;
- using authorised protection and storage processes for removable devices, and confidentiality filters on screens;
- encouraging users to lock their computer session even if they are away from their computer for just a few minutes, and protecting smartphones and tablets;
- using a filter against spam and phishing attempts and raising employee awareness about these topics;
- applying the clean desk principle during the day for all employees and providing online training about digital security and personal data protection.

Personal data that is no longer required is deleted if it is computerised, in accordance with the retention periods established for each processing activity, and paper documents classified as confidential or highly confidential are destroyed.

Employees are required to restrict access rights to computerised documents only to those people who need to use the personal data of customers and end-users. Where customers’ personal data is managed by subcontractors, La Poste requires them to provide appropriate guarantees through the signing of binding contractual clauses and the implementation of complementary technical measures.

To ensure the effective and efficient implementation of the personal data protection measures laid down by the group DPO, a charter for the data protection unit has been drawn up. This charter sets the framework within which La Poste Groupe can ensure the effectiveness of its data protection system, based on implementing relevant controls and any remedial measures required. In addition, in accordance with the “privacy by design” principle, each entity, whether acting as a data controller or data processor, must also put in place actions and mechanisms to ensure that personal data protection is incorporated into all new projects right from their design phase and before they are launched. To this end, the entities must ensure that the privacy by design check-list drawn up by the group DPO is completed for every project. In tandem, in accordance with the principle of privacy by default, the group takes all measures to assure data subjects that the appropriate privacy-friendly settings apply to their data by default, without any action on their part. As compliance with personal data protection obligations must be demonstrable at all times, each entity must document all of the actions taken to ensure compliance and centralise this documentation so that it can be produced in the event of a request or inspection by the authorities.

A formally documented IT security incident management process has been drawn up by the group in order to protect all of its entities against the risk of a cyber-attack and ensure the highest possible level of data protection. This document specifies that:

- any IT security event must be reported promptly through the relevant channels;
- any employee or third-party contractor using the group's information systems and services must report any security vulnerability observed or suspected in those systems or services;
- information security events must be assessed to decide whether they should be classified as security incidents and to detect whether any personal data has been affected;
- security incidents must be handled strictly in accordance with the applicable procedures;
- the analysis and resolution of security incidents must be used optimally in order to reduce the probability or consequences of subsequent incidents;
- procedures for identifying, collecting, acquiring and protecting information must be defined and then applied in order to collect and retain valid evidence.

Other measures have also been put in place by the Cyber Department to manage risks and material impacts. These include:

- updating the internal control system, with monitoring of compliance levels for each legal entity;
- launching specific support services for entities encountering the most difficulties;
- taking on more specialists for the group's strategic projects (AI, Big Data, digital sovereignty);
- stepping up awareness-raising and training for group employees.

Personal data protection issues related to AI are managed via the Trusted AI Committee and the Data & AI Charter, which was drawn up at group level and applies within the business lines and subsidiaries. For each project launched, “AI trust officers” working in pairs carry out self-assessment and screening work on the project to ensure, among other things, that it will not give rise to any potential material negative impacts. Two rating grids for AI

systems are available so that the AI trust officers can quantify how ethical the systems are and the main actions to be taken to ensure their ethical compliance. AI trust officers are appointed within the group and within its main entities, i.e., Geopost, La Banque Postale, CNP Assurances, and the Services-Mail-Parcels and Retail Customers & Digital Services business lines within La Poste SA.

A specific procedure has been set up by the group to make sure that incidents involving personal data are effectively managed, and to be able to notify the relevant supervisory authority and data subjects in accordance with the requirements of the GDPR or any local regulations. Each entity must ensure that this procedure is followed if an incident occurs. In particular, data controllers must make sure that any contracts entered into between their entity and data processors require the data processors to inform them rapidly if a personal data breach occurs.

In order to protect itself against cyber-attacks, La Poste Groupe has set up a formal crisis management procedure that applies to all group entities and is designed to be used by anyone who plays a role in the cyber-crisis management process. The person responsible for ensuring that the cyber-crisis management procedure is always fit for purpose is the Cyber-Defence Operations Director, who is part of the group Cybersecurity Department. The cyber-crisis management procedure must be reviewed at least once a year and more often if any changes are made to information systems or to the group's organisational structure, or if any significant changes take place that have an impact on the organisation of crisis management. Any updates to this cyber crisis management procedure must be submitted to the group Cybersecurity Department's Cyber-Defence Operations Director for approval.

The group has also set up a Cyber-Crisis Management Centre, led by the Cybersecurity Department, which forms the strategic linchpin for managing cyber crises. Its role is to manage all the resources mobilised in the event of a major crisis. The actions to be taken in response to a material impact are approved by the people responsible for the various topics concerned: the group Cyber Director for impacts relating to cybersecurity, the group DPO for issues relating to personal data protection, and the Trusted AI Committee for ethical issues related to AI. These actions are discussed at meetings of the various committees mentioned above⁽¹⁾, whose members comprise specialists and managers from the corporate functions, as well as from each business line and subsidiary.

The group has set up a mediator system to deal with specific material impacts on consumers and end-users. This system⁽²⁾ helps to create a fluid stream of communication between the group and its customers and to prevent or mitigate identified risks. Regarding personal data protection, the principles of “Privacy by design” and “Privacy by default” ensure that regulatory compliance is built into products and services right from their design stage, thereby reducing any potential negative impacts related to their use.

The actions to be taken in response to a material impact are approved by the people responsible for the various topics concerned: the group Cyber Director for impacts relating to cybersecurity, the group DPO for issues relating to personal data protection, and the Trusted AI Committee for ethical issues related to AI. These actions are discussed at meetings of the various committees mentioned above⁽³⁾, whose members comprise specialists and managers from the corporate functions, as well as from each business line and subsidiary.

(1) See paragraphs “Policies and actions related to sales and marketing practices and service quality, consumers and end-users [S4-1][S4-4]”.

(2) For the roles of the people involved in this system and the applicable procedures, see paragraphs “Processes for engaging with consumers and end-users about impacts [S4-2]” and “Processes to remediate negative impacts and channels for consumers and end-users to raise concerns [S4-3]”.

(3) See paragraphs “Policies and actions related to sales and marketing practices and service quality, consumers and end-users [S4-1][S4-4]”.

Positive impact actions

The health crisis in 2020 reinforced the omnipresence of digital technology, transforming interactions with customers (from multi-channel to omnichannel). In 2021, La Poste Groupe set itself the goal, through its 2030 strategic plan and as a mission-led company, to promote digital technology that is:

- ethical: fostering respectful and exemplary principles, values and practices in the fields of digital transformation and digital technologies (societal and environmental impacts, protection of personal data and the free will of individuals, principle of non-discrimination, etc.);
- inclusive: enabling as many people as possible to have access to digital tools (people with disabilities or who are structurally isolated due to digital illiteracy);
- sustainable: reducing the environmental impact of digital technology (greenhouse effect, waste, resource depletion, etc.), despite the pace of change in practices.

La Poste Groupe has undertaken a number of internal initiatives to contribute to the development of ethical, inclusive, and sustainable digital technologies with a range of players.

In 2019, it was one of the first signatories of the Responsible Digital Charter of the Institut du numérique responsable, of which it is also a co-founder. A Responsible Digital Committee has been created at group level, whose members are representatives from the entity IT departments, the group Sustainability Department, the business line CSR departments, the group HR Department (Mission Handicap), the group Purchasing Department and the Strategy Department. This committee discusses major digital topics with a view to driving change through best practices. It guides the entities in coordinating and collaboratively enriching their digital sustainability strategies and gives feedback on the outcomes of their work. The governance of the group’s digital policies was enhanced in 2023 with the creation of an IS Steering Committee comprising all of the group’s IS Departments, together with the group IS Department and the group Responsible Digital Officer.

In 2024, La Poste Groupe continued its commitment to the responsible design of its digital offers and services (By design) and to the sobriety of its digital resources and use (Sobriety) across all its business lines. The group’s commitments to digital accessibility are set out in a responsible digital policy and applied through its Responsible Digital Charter, which governs the use of digital tools both within and outside the group. The responsible digital policy is based on four pillars, aligned with the group’s commitments as a mission-led company: environmental stewardship, affordability, ethics and inclusion. The aim of the inclusion pillar is to make the group’s digital content and services accessible to all of its customers and partners, particularly to those with disabilities. The group is gradually making each project digitally accessible, applying the principle of usability for people with disabilities while ensuring its application interfaces, whether developed internally or acquired on the market, comply with applicable standards and regulations.

Some of the group’s entities and subsidiaries (including Retail Customers & Digital Services and Docaposte) have been awarded level 2 certification under the “Responsible Digital” label created by the Institut du Numérique Responsable, in partnership with the French Ministry for Ecological Transition, Ademe and the WWF⁽¹⁾. Of the certified entities, Colissimo, La Banque Postale and La Poste SA are also already in line with the French regulatory framework on digital accessibility, in particular the Référentiel Général d’Amélioration de l’Accessibilité (RGAA) and the DDADUE Act⁽²⁾ which transposes the European Accessibility Act into French law.

A Responsible Digital Committee has been set up to address the various challenges of responsible digital practices, especially with regard to the pillars of the group’s policy: sobriety, AI ethics and digital accessibility. This Committee deals with issues relating to ethics, affordability, digital environmental stewardship and digital accessibility, backed by dedicated digital accessibility officers who consolidate the group’s work in this area. All IS departments within the group now have a digital accessibility officer. The aim of this system is to enable the group to define a clear roadmap for meeting regulatory requirements and ensuring the accessibility of its digital tools, thereby contributing to the inclusion of all members of society.

If consumers or end-users of the group’s digital services and tools are not satisfied or want to lodge a complaint about accessibility, they can do so via the RGAA accessibility compliance statements that the group discloses. These accessibility compliance statements enable group entities that own websites and mobile apps to:

- communicate their level of compliance with the RGAA reference framework;
- report any content that is not accessible;
- provide a contact channel (e-mail address or form) so that users can report any accessibility problems to the entity concerned; and,
- offer people with disabilities the possibility of requesting information or an accessible alternative solution.

Complaints and requests lodged via the compliance statements are handled by the teams responsible for digital accessibility in each business line and subsidiary. Traditional complaints processes continue to exist in parallel⁽³⁾.

As another layer of security and compliance, the Compliance Department updates the Cyber Permanent Control Plan every year. The effectiveness of this plan is tracked and assessed on an ongoing basis to verify that its objectives have been achieved in terms of data security and protection against cyber-risks. In 2023, as part of the ongoing work of aligning the group’s processes with those of Caisse des Dépôts, La Poste Groupe’s main shareholder, a new cybersecurity compliance and risk management tool (TrustHQ) was introduced, enabling the group to centralise and monitor in real time each entity’s progress in terms of cyber controls. The subsidiaries and entities covered by this cyber control plan are the Services-Mail-Parcels and Retail Customers & Digital Services business lines, as well as Docaposte, Geopost, La Banque Postale and La Poste Immobilier. In addition to this permanent control plan, the group assesses the effectiveness of its personal data protection actions and initiatives using specific metrics which are incorporated into dedicated reporting processes. A GDPR risk has also been expressly included in the group’s risk map, in order to monitor the measures implemented for ensuring GDPR compliance. Lastly, in connection with its status and governance as a mission-led company, La Poste’s actions to promote ethical, inclusive and affordable digital solutions and services are tracked every year and the results for end-users are assessed.

La Poste Groupe’s personal data protection unit comprises over 200 people who work either all or part of the time on data protection matters. The unit uses a well-known system for managing registers of processing activities in its capacity as either data controller or data processor for the group’s entities in France (with entities outside France potentially using other systems). The cybersecurity unit has around 400 members. The complementary nature of these two units reinforces the group’s global approach to data protection and cybersecurity, guaranteeing robust management of digital risks.

(1) World Wide Fund for Nature, one of the world’s leading independent environmental protection organisations.
 (2) Enacted on 22 April 2024, the latest French Act on adapting to European Union law (DDADUE Act) covers diverse areas ranging from the economy, digital technology, employment law, criminal law, the environmental transition and agricultural issues.
 (3) See paragraphs “Processes for engaging with consumers and end-users about impacts related to cybersecurity, AI and digital trust [S4-2]” and “Processes for engaging with consumers and end-users about impacts [S4-3]”.

Processes for engaging with consumers and end-users about impacts related to cybersecurity, AI and digital trust [S4-2]

La Poste Groupe offers its consumers and end-users a direct channel for interacting about cybersecurity and personal data protection issues through its consumer mediator⁽¹⁾. The mediator enables consumers and end-users to raise their concerns, particularly in the event of a dispute or incident relating to the group's services. This system ensures that complaints are handled impartially, which means that the needs and expectations of consumers and end-users are more effectively addressed.

Processes to remediate negative impacts and channels for consumers and end-users to raise concerns related to cybersecurity, AI and digital trust [S4-3]

La Poste Groupe provides its consumers and end-users with a complaints system through its consumer mediator⁽²⁾.

Consumers and end-users can also make requests to exercise their personal data protection rights under the GDPR. Each data controller must inform data subjects of the procedures for exercising their rights. Data controllers have one month to respond to straightforward requests and a further two months if the request is complex, following which they must inform the customer of the steps taken. La Poste Groupe has set up a pre-classification process to facilitate the handling of these requests. Where data processing is based on consent, all necessary precautions are taken to ensure that consent is valid and to enable customers and end-users to withdraw their consent as easily as they gave it.

The group offers its individual customers the possibility of contacting the group's personal data protection officer via a postal address. If customers feel that their personal data protection rights have not been respected, they can lodge a complaint with the CNIL (France's National Data Protection Authority).

In the area of cybersecurity, the group allows reports to be made using the resources of the French Computer Emergency Response Team (CERT): an email address and telephone number are available on the La Poste Groupe website.

Commitments relating to human rights relevant to consumers and end-users

No severe human rights issues or incidents relating to consumers or end-users were reported in 2024. However, the group is aware that incidents may have occurred without being reported. It therefore reaffirms its commitment to providing its consumers and end-users with mechanisms for reporting such incidents, in particular the office of the consumer mediator⁽³⁾. This approach is designed to ensure that potential risks are identified and appropriate corrective measures taken, thereby enhancing the protection of fundamental human rights.

At the same time, no cases of non-compliance with the United Nations Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work or the OECD Guidelines for Multinational Enterprises with regard to consumers and/or end-users were identified within the group. La Poste Groupe nevertheless remains vigilant and committed to promoting management respectful of human rights in all its activities.

1.1.4 Business conduct | G1

La Poste Groupe's commitments on business conduct constitute a highly demanding priority. Given the group's size, its coverage of multiple activities, its public service missions and its status as a mission-led company, we identify nine impacts, one risk and one opportunity as material issues:

- corporate culture and business conduct policies:
 - responsible business practices in line with the group's Code of Conduct,
 - protecting whistleblowers,
 - promotion of responsible employee behaviour,
 - risk of disputes, litigation and legal action in the event of corruption or any breach of the Code of Ethics;
- management of relationships with suppliers:
 - improving internal practices and supplier relations,
 - influence over the social and environmental practices of suppliers and service providers, by including sustainability criteria in tenders, raising supplier and service provider awareness on sustainability matters, monitoring and assessing their social and environmental performance, etc.;
- cybersecurity, AI management and digital trust:
 - security and integrity of customer, employee, supplier and subcontractor data,
 - ethical use of AI by the group and its stakeholders,
 - digital data sovereignty,
 - transparency on the use of AI systems and reliability of software tools and solutions,
 - enhancing the group's performance and security through resistance to cyber attacks.

(1) See paragraphs "Processes for engaging with consumers and end-users about impacts [S4-2]" and "Processes to remediate negative impacts and channels for consumers and end-users to raise concerns [S4-3]".

(2) See paragraphs "Processes for engaging with consumers and end-users about impacts [S4-2]" and "Processes to remediate negative impacts and channels for consumers and end-users to raise concerns [S4-3]".

(3) See paragraphs "Processes to remediate negative impacts and channels for consumers and end-users to raise concerns [S4-3]".

1.1.4.1 Corporate culture and business conduct policies [G1-1; G1-3; G1-4]

Business conduct issues are addressed through policies that respond to the impacts and risks considered material to the group:

- responsible business practices in line with the group’s Code of Conduct, especially as regards the fight against corruption;
- protecting whistleblowers;
- risk of disputes, litigation and legal action in the event of corruption or any breach of the Code of Ethics.

Documentation on ethics, whistleblowing and the fight against corruption and influence peddling is available on La Poste Groupe’s corporate website⁽¹⁾.

Policy on the fight against corruption and influence peddling

La Poste Groupe has a zero-tolerance policy with regard to corruption, influence peddling and other breaches of ethical standards.

The group’s firm foundations on this matter include a group policy on combating corruption and influence peddling. This sets out the main principles of the group’s anti-corruption programme, along with details on how they are put into practice. The policy lays the groundwork for the other policies and procedures in the group’s approach.

Control over corruption risk is based on:

- risk mapping tailored to the organisation, with annual update campaigns;
- internal rules and procedures issued to employees;
- a training programme addressing all managerial employees and others exposed to risks;
- various third-party assessment systems (acquisition targets, suppliers, non-commercial partners), facilitating appropriate action consistent with the degree of risk identified;
- alert input and processing;
- controls, including accounting controls;
- remediation, including sanctions in the event of an incident.

In addition, La Poste SA’s operational staff have access to a specific system for reporting any security incident, including suspected corruption.

All significant corruption-related incidents are reported to the group’s senior management.

Dedicated governance structure

Governance of anti-corruption measures and business conduct is part of the group’s overall compliance governance⁽²⁾.

The various programmes have been submitted to the following bodies:

- the Group Executive Committee and the Audit Committee of the Group Board of Directors, in November 2023;
- the Ethics Committee, which met six times in 2024, dealing with issues such as the launch of the new Code of Conduct, the update to the conflicts of interest policy, and the release of the results of the ethical climate survey;

- the Anti-Corruption Steering Committee, which met twice, to deal with monitoring for the measures under way and schedules for mapping campaigns, control plans and the sharing of best practice between different entities.

This information is not applicable as it only concerns companies without specific procedures, which is not the case for La Poste Groupe.

Application of the policy on the fight against corruption and influence peddling

Group policies apply across the whole of the group, i.e., La Poste SA and the companies it directly and indirectly controls, and all their employees.

These entities, and their managers, are responsible for taking all the necessary steps for seeing that this policy is implemented across the full scope of their own controlled entities, whatever their size or geographical location. The measures are being rolled down in a manner adapted and proportionate to the specific nature of their activities and their exposure to risks.

Each senior executive and member of the Executive Committee formally undertakes to respect La Poste Groupe’s compliance policy guidelines by signing a letter of commitment.

Training and information on the fight against corruption and influence peddling

Governance training

For La Poste SA, the members of the Executive Committee undertake to support and monitor implementation of the measures within the entities under their management. Along with all managerial staff and personnel exposed to risk, they have taken training in preventing and combating corruption. In addition, Executive Committee members receive the information that is issued to all the group’s 22,000 managers. This includes the group’s Code of Conduct and policy on combating corruption and influence peddling, plus all related policies.

For La Banque Postale SA, members of the Supervisory Board receive annual training on conflicts of interest, ethics and the Code of Conduct. Members of the Executive Committees of subsidiaries recently consolidated into La Poste Groupe receive in-person training on all aspects of compliance, including the fight against corruption.

Employee training

A specific e-mail was sent informing all the group’s 22,000 managers of the publication of the Code of Conduct and the group’s policy on combating corruption and influence peddling.

Since 2019, La Poste has developed a range of training courses on the prevention and detection of corruption and influence peddling. These include:

- two broad-reach e-learning courses for all employees, on preventing corruption and on preventing and managing conflicts of interest;
- in-depth anti-corruption training for managers and employees exposed to risk.

(1) <https://www.lapostegroupe.com/fr>.

(2) See Section 1.1.1.2 “Structured governance for sustainability”, paragraph “Governance for the prevention and detection of corruption [G1. GOV-1]”.

The training programme for managers and employees most exposed to risk includes a core curriculum covering:

- in-depth understanding of anti-corruption issues;
- definitions and key terms regarding corruption and influence peddling;
- detection of risk situations in everyday activities;
- appropriate reaction when in doubt.

Specific matters covered include: consequences of corruption; prevention and detection of corruption within La Poste Groupe; gifts and invitations; conflicts of interest; non-commercial partnerships; third-party integrity assessment; and the whistleblowing system. In addition to this common core, there are modules on specific practical cases relevant to employees exposed to risk, drawn up with input from the people concerned and addressing the risk scenarios identified by means of the corruption risk map. These modules outline appropriate and inappropriate behaviours in the situations examined. The training course concludes with a knowledge test, successful completion of which validates acquisition of the skills in question.

Intervals and procedures for refresher training will be set in 2025 for La Poste SA. For La Banque Postale, refresher training is run every two years.

An awareness-raising and training programme is available to all group employees. Under the group's policy on combating corruption and influence peddling, specific training is compulsory for employees with managerial status and employees whose duties expose them to this risk. At 31 December 2024, 71,737 employees had received training, out of a target of 86,644. This makes for a training coverage of 83% for at-risk functions in 2024.

The Code of Conduct and whistleblowing system are available on La Poste Groupe's website. The ethics officer also receives requests for advice from employees through the whistleblowing system.

Whistleblowing system [G1-I_02]

The group's digital whistleblowing system, which does not include Geopost, is accessible 24/7 from a single internet address: <https://www.alerte-ethique.laposte.fr/>. This online reporting platform, is hosted by an external service provider and is accessible to all the

group's stakeholders (employees, former employees, job applicants, shareholders, members of the administrative, management or supervisory bodies, external and occasional workers, contractors, subcontractors, employees of suppliers, and partners with whom the group has a relationship).

The whistleblowing system covers matters such as:

- harm to the group's interests;
- breach of confidentiality of information;
- violation of a code of conduct;
- failure to comply with business ethics towards customers, suppliers and other stakeholders;
- failure to comply with the rules on conflicts of interest;
- failure to comply with the gift and invitation policy;
- corruption;
- fraud;
- breaches of duty of care as regards:
 - human rights and fundamental freedoms, including the principle of non-discrimination,
 - health and safety, including harassment,
 - environment (GHG emissions, pollution, etc.).

Whistleblowing alerts are handled by the ethics officers of the entities concerned (group, business lines and subsidiaries). Before referring the matter to the ethics officer, employees can address their concerns to their manager. In many situations, the manager can intervene promptly to deal with an ethics issue. If employees opt to use the whistleblowing system, the group undertakes to keep their identity confidential. Anonymous alerts are only dealt with if the seriousness of the facts concerned is established and sufficient details of those facts are provided.

The system guarantees individuals that their reports are confidential with a high level of security. The data is encrypted and the provider has no access to the decryption keys or to the content of the report. It allows individuals to report problems and to seek advice with total confidentiality.

Alerts can also be referred to the ethics officer by mail, e-mail, phone or in person.

Procedure for processing alerts

Step 1. Alert input and acknowledgement	The ethics officer will acknowledge receipt of the alert to the whistleblower within seven working days.
Step 2. Alert admissibility decision	The ethics officer will then inform the whistleblower whether or not the alert is admissible. The time this takes may vary according to the procedures required. The ethics officer undertakes to inform the whistleblower on processing of the alert within three months of sending the acknowledgement. The IT system safeguards whistleblower confidentiality and ensures a high degree of security and accessibility.
Step 3. Alert processing	Alerts are processed by ethics officers with assistance from senior experts, as outlined in a specific alert processing guide. Depending on the complexity of the matter, the ethics officer may call on internal expertise (HR department, internal investigations department, La Banque Postale’s general inspectorate, etc.). The request for expertise may require the communication of personal data in compliance with the requirements of the General Data Protection Regulation (GDPR). The whistleblower is entitled to be kept informed throughout the procedure of the measures envisaged or taken for assessing the accuracy of the allegations, and of the measures taken to remedy the matter. The ethics officer will inform the persons concerned by the alert within a reasonable time, which may not exceed one month from reception of an alert. However, this period may be extended if liable to seriously compromise the measures required for tackling the alert, until such time as the risk has been eliminated.
Step 4. Alert closure	The whistleblower is informed in writing when the alert is closed.

Because of their international scope, the Geopost and CNP Assurances subsidiaries have their own specific whistleblowing platforms (Safecall and CNP Integrity Line respectively).

Protection of whistleblowers

Whistleblower protection applies to all employees using the whistleblowing system and meeting the criteria of French Sapin II and Wasserman laws wherever alerts are deemed admissible under the law.

Confidentiality of the alert and the facts reported is guaranteed, in particular with regard to:

- the identity of the person raising the alert;
- the identity of the persons concerned by the alert;
- the identity of any third party mentioned in the alert;
- the information gathered by all the recipients of the alert.

The system guarantees a high degree of security in the confidentiality of alerts. The data is encrypted and the provider has no access to the decryption keys or to the content of the report. Any person who discloses any of the above-mentioned confidential information without the consent of the whistleblower is liable to prosecution. Confidentiality ensures effective protection for whistleblowers.

Whistleblowers may not be subject to any direct or indirect disciplinary or discriminatory measures as a result of raising an alert under conditions compliant with legislation (i.e., in good faith and without direct financial compensation). The good faith of the person raising the alert ensures full exemption from any disciplinary sanction, even if the facts reported subsequently appear to be inaccurate or do not give rise to any follow-up.

Any person who obstructs the transmission of an alert in any way is liable to sanctions.

Employees are kept regularly informed on the whistleblowing system, through the Code of Conduct, on-site posters, the intranet, e-learning courses (Code of Conduct, anti-corruption, etc.) and communication and awareness campaigns.

The group ethics officer trains all ethics officers and personnel responsible for processing alerts prior to their appointment to these functions, to ensure they are fully acquainted with all the stages and issues involved in handling an alert. Ethics officers and personnel responsible for processing alerts are appointed by their entity’s management bodies and sign a letter of commitment.

Investigation procedure

The company has the capacity to investigate incidents of business misconduct promptly, independently and objectively. To tackle all instances of suspected fraud or theft, La Poste Groupe has an internal investigation unit comprising investigators in the following categories:

- investigators covering the group’s network (excluding banking), and field investigators supervised by the group Heads of Investigation. Internal investigations by these investigators are governed by a specific La Poste Groupe procedure;
- investigators specialising in bank fraud. In accordance with the policy on banking investigations, “investigations are launched and carried out, as soon as they are detected, by La Banque Postale when the transactions in question are of a banking, financial or insurance nature, and carried out wholly or partly within La Poste, in the name and on behalf of La Banque Postale”;
- investigators specialising in digital investigations. The investigation methodology applied by this department is governed by specific digital investigation procedures.

In Geopost, internal investigations are conducted by the Audit Department, in liaison with the Ethics Officer for internal investigations triggered by a whistleblowing alert or by the subsidiaries' security teams (led by Geopost's Security Department for high-stakes investigations), or outsourced to private investigators. Referrals to the group's investigative body follow a standardised procedure, and may come from:

- territorial departments;
- business lines, through ethics officers;
- the anti-fraud department;
- head office and subsidiary departments of La Banque Postale, for banking investigations;
- the investigating body, by self-referral.

Efficacy of the investigative bodies is ensured by:

- information sharing (in compliance with rules on the protection of personal data and banking secrecy where applicable);
- overall consistency of investigation work and methods;
- communication to those concerned on vulnerabilities to be corrected, as revealed by investigations.

The relevant authorities are informed as required by law for the type of incidents encountered (for example, CNIL must be informed on personal data leaks, and the public prosecutor's office notified of criminal offences). Matters may also be referred to the authorities through complaints filed by the company.

The group's internal investigators report to the Global Security Department, while matters concerning the prevention and detection of corruption or bribery are handled by the Group Compliance Department. Field investigators and network teams are supervised by the investigation group leaders, who report to the Operational Security and Rude Behaviour Prevention division. The Fraud Prevention and Control Department is responsible for coordinating the work of investigators. These two departments are attached to the Global Security Department's Life and Asset Safety division.

Within La Banque Postale, the Investigations division reports to the Fraud Management Department within the Compliance Department, which has a separate department responsible for ethics and anti-corruption. The functions considered most exposed to the risks of corruption and influence peddling were identified by the entities' Compliance Departments on the basis of risk mapping results. Generally speaking, managers are considered to be the most exposed to risk, along with personnel in specification, purchasing and sales functions, and employees likely to be in contact with public officials. At a more granular level, the following functions are also identified as exposed:

- control bodies: auditors, accountants, management controllers;
- operational functions: driving test examiners, financial advisors, post office staff responsible for selling sensitive products, postal workers holding elected office, etc.

La Banque Postale and its subsidiaries consider that all the bank's functions, whatever the hierarchical level, are exposed to corruption/ bribery risks, and therefore provide training on the matter to all employees.

La Poste is subject to legal requirements on the protection of whistleblowers. It operates a whistleblower protection system compliant with the following French laws in particular:

- the Sapin II law of 9 December 2016 on economic modernisation and the fight against corruption, to combat corruption and influence peddling;
- the duty of care act of 27 March 2017.

The La Poste system also facilitates and secures alerts on behaviour considered incompatible with ethics charters, codes of conduct and internal regulations in force. In 2023, the group system was supplemented in compliance with the Wasserman law of 21 March 2022 and its implementing decree of 3 October 2022, which extend the requirements of the Sapin II law.

Recent improvements

Pursuing the ambitions of its anti-corruption policy, in 2024 La Poste continued work on numerous angles with corporate departments, business lines and their subsidiaries. The work mainly consisted of:

- updates to the group's documentation, with a new version of the Code of Conduct issued to all employees in February 2024. This is also appended to La Poste SA's internal regulations;
- rollout of a digital solution developed in-house for declarations regarding gifts and invitations received or offered by employees. This can also be used for declaring any conflict of interest situation, ensuring that it is known of and managed in accordance with the group's Code of Conduct;
- update to the consolidated mapping of corruption and influence peddling risks;
- continued mandatory training for all managers and personnel exposed to risks, with monitoring of the training take-up rate;
- assessing the integrity of third parties, with:
 - rollout of a digital solution for assessing the documentary and regulatory compliance of suppliers under contract on matters including the fight against corruption,
 - a new procedure for assessing documentary and regulatory compliance with anti-corruption regulations for third parties benefiting from sponsorship or donations. This has the same technical basis as the procedure for suppliers;
- renewal of the permanent control campaign on non-compliance risks, with control points in line with policy.

Number of convictions for breaches of anti-corruption and anti-bribery laws	0
Fines for breaches of anti-corruption and anti-bribery laws	0

1.1.4.2 Management of relationships with suppliers [G1-2]

The group’s approach to suppliers with regard to responsible purchasing involves a range of actions addressing the impacts and risks considered material to the group:

- improving internal practices and supplier relations (supplier assessment, supplier selection according to objective criteria, within the framework of free access to markets, payment deadlines);
- influencing the social and environmental practices of suppliers and service providers, by including sustainability criteria in tenders, raising supplier and service provider awareness on sustainability matters, monitoring and assessing their social and environmental performance, etc.

Policy on relationships with suppliers, responsible purchasing and supply chain risk management [G1-02]

Supply-chain risks and dependencies are covered by the overall risk management system operated by La Poste Groupe to secure its development and contribute to sustainable growth.

This system is governed by the group’s Risk Management Charter (updated in 2024), which sets out the risk management principles applicable to all of the group’s entities, i.e., La Poste SA, (the parent company) and holding companies and subsidiaries whose accounts are fully consolidated, as well as companies controlled jointly with another group. It also covers critical activities that are subcontracted or outsourced.

Risk management is steered by La Poste Groupe’s Risk Department, applying a group-wide approach and a risk repertory framework that provides a group-wide vision of risks by cross-referencing the risk repertories of the group’s entities with those of La Poste Groupe. Within this framework, supply chain risks and dependencies basically fall into the following operational risk categories:

- supplier unavailability, requiring monitoring that the Group Purchasing Department undertakes to specify;
- risks concerning the fulfilment of contracts from suppliers, partners and service providers;
- supplier-partner disputes.

In addition to identifying risks, the permanent controls implemented by the group and its entities help to assess the maturity and effectiveness of the systems for managing the associated risks. This assessment is then used to put in place measures to mitigate the identified risks.

In terms of disclosures and reporting, the group Risk Department is responsible for regularly and when necessary reporting on the group’s risks to the various governance bodies, including the Executive Committee and the Board of Directors’ Audit Committee, and, more generally, for providing information about risk issues and specific topics of interest as and when required or requested by the governance bodies.

Under the “La Poste 2030, committed for you” strategic plan, the purchasing policy complies with the three fundamental principles of public-sector procurement:

- freedom of access to public contracts;
- equal treatment for all bidders;
- transparency of procedures.

In 2021, La Poste, as a mission-led company, set the following group CSR commitments:

- 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.

The same year, the Group Purchasing Department adopted a purchasing policy (for La Poste SA) with the following objectives:

- ensure compliance with legal rules, ethical principles and purchasing stipulations;
- include social and environmental factors in La Poste’s purchasing approach.

Again in 2021, the Group Purchasing Department (for La Poste SA) charted a roadmap with the purpose of furthering responsible purchasing. Under this project, the Compliance and Responsible Purchasing division was formed, to guide progress of the Group Purchasing Department in this endeavour. This division is responsible for the responsible purchasing policy, the Responsible and Ethical Purchasing Charter for suppliers and the group’s compliance policy. All the related commitments are set out in La Poste Groupe’s corporate portal.

These are available to subsidiaries, which can sign up to them or draw inspiration from them, as Docaposte and La Poste Immobilier have done. The Geopost organisation features country by country business units (BUs), each with its own purchasing department. These apply a supplier selection and contracting process that includes social, environmental and occupational health & safety criteria set out in a Responsible Purchasing Charter.

Responsible purchasing policy

One of the division’s first actions was to draw up and publish a responsible purchasing policy. This policy, approved by the Executive Committee in 2022, is based on four fundamental and complementary pillars:

1. enforce and promote human rights throughout supply chains;
2. reduce the negative environmental impact of our purchases and suppliers, and encourage positive impacts;
3. promote social inclusion and contribute, through our purchases, to the development of the regional economic and social fabric;
4. build more responsible and ethical relationships with our suppliers.

These pillars are each structured around three priorities (compliance, exemplary performance, transformation) in the short, medium and long term. Actions form part of a continuous improvement process aimed at making the responsible purchasing and duty of care system increasingly robust.

Regarding communication, the responsible purchasing policy is available on La Poste SA’s corporate website and on La Poste SA’s supplier portal. It is also issued to all suppliers.

In the same spirit, La Poste SA and a number of its subsidiaries⁽¹⁾ signed the Supplier Relations and Responsible Purchasing Charter (RFAR) in 2022. On this occasion, a group mediator for suppliers was appointed to help prevent the risk of disputes. The possibility of mediation is included in the new general terms and conditions of purchase and on the group's corporate website. The role of the mediator is to prevent and settle disputes at an early stage, particularly those concerning invoicing.

In 2023, La Poste SA, La Poste Immobilier, La Banque Postale and CNP Assurances obtained the Supplier Relations and Responsible Purchasing (RFAR) Label, which assesses the following five areas:

- commitment and governance of the organisation as regards a responsible purchasing approach;
- conditions and quality of supplier and subcontractor relations;
- respect for the interests of suppliers and subcontractors;
- inclusion of social responsibility in the purchasing process;
- impact of purchasing on the economic competitiveness of the ecosystem.

The RFAR label recognises the quality of customer-supplier relations and helps to foster trust within the supply chain. It is based on ISO 20400:2017 (Responsible purchasing) and is awarded for three years. This practical tool is used as a basis for developing a sustainable strategy and demonstrates the collective and responsible commitments undertaken by La Poste and by its subsidiaries alongside local communities. Following an annual review, the label was renewed until September 2025.

Responsible and Ethical Purchasing Charter

A Responsible and Ethical Purchasing Charter has also been rolled out for suppliers by the group's Purchasing Department. It states that suppliers must respect and promote the principles of the United Nations Global Compact and the International Labour Organization's fundamental conventions on forced labour, child labour, freedom of association, discrimination and equal pay. By signing up to this Charter, suppliers also undertake to respect the principles of environmental protection. The Charter sets out commitments with regard to human rights, which are made by suppliers and forwarded along to their subcontractors in turn. The Charter also sets out the group's social, societal and environmental commitments to its suppliers. Available on the La Poste website, the Charter forms part of the contractual basis of our supplier relationships.

Purchasing compliance policy

Across the scope of the Group Purchasing Department⁽²⁾, a Purchasing Compliance policy has also been in force since 2021. This specifies a group-wide set of values, commitments and rules with a view to constantly improving practices and behaviour. It lists the group's six values (openness, consideration, fairness, accessibility, proximity and sense of service) and invites suppliers to commit to strong ethical, societal and environmental practices in compliance with the legislative framework (Sapin II law, GDPR, duty of care law, and international embargo and sanction law).

Support for subsidiaries

Under a project on support for subsidiaries, the Group Purchasing Department fields teams to help them better accommodate matters of responsible and ethical purchasing, through:

- quarterly steering committees to discuss group policies and best practices in responsible purchasing;
- a "responsible purchasing community" presenting the major CSR and responsible purchasing issues (decarbonisation, circular economy, inclusion, biodiversity, etc.) to purchasing functions and key specifiers.

Control over the value chain

The body of documentation referred to above is supplemented by a number of specific purchasing management measures:

- measures common to all purchasing categories, to prevent and mitigate risks relating to the duty of care, through a cross-functional risk management system coordinated by the Compliance and Responsible Purchasing division;
- specific risk prevention measures for priority purchasing categories, as specified in the Duty of Care Plan;
- individual measures, with a new system for monitoring and assessing the compliance of third-party suppliers under contract (Supplier e-Compliance Hub) as regards CSR maturity and all aspects of documentary and regulatory compliance, under specific governance.

The Supplier e-Compliance Hub includes:

- an initial module to pre-qualify the supplier risk as regards regulations for the business sector and country where the company is based;
- a second supplier assessment and control module with several units, including:
 - check on international sanctions, which can lead to the termination of business relations,
 - documentary compliance check, particularly on the duty of care requirement,
 - assessment of compliance measures for anti-corruption, personal data protection and duty of care,
 - assessment of supplier's CSR conformity.

This system is backed by an established governance structure that makes decisions on suppliers considered to present a major or critical risk, particularly from the point of view of documentation or regulations. These decisions may range from a simple request for compliance from the supplier through to termination of the business relationship, possibly including precautionary measures, suspension or additional audits.

As of early 2025, 3,200 suppliers under contract were included and monitored in the Supplier E-Compliance Hub.

The Group Purchasing Department has set up a whistleblowing system (www.alerte-ethique.laposte.fr) for suppliers and suppliers' employees. This can be used for raising alerts or reporting facts or observations regarding possible breaches to the duty of care. It guarantees confidentiality to the whistleblower in 100% of cases, and anonymity provided that the seriousness of the facts reported is established and that the facts are sufficiently detailed. Alerts are processed by the ethics officers from the relevant entities or the group ethics officer.

(1) La Poste Immobilier, La Banque Postale, CNP Assurances, Viaposte, Docaposte, Geopost, Mediaposte, Axeo, L'Âge d'or and Help Control. Chronopost signed up in April 2023.

(2) I.e., across the scope of purchases by La Poste SA's historical business lines: Services-Mail-Parcels and Retail Consumers & Digital Services, excluding subsidiaries.

To control supply-chain risks, Dicaposte has:

- introduced dual sourcing (with two or more suppliers referenced), depending on the purchasing category and where feasible;
- included a subcontracting clause that requires suppliers to declare their own subcontractors;
- negotiated penalties to encourage suppliers to deliver on time and to the contractually agreed quality.

Training for buyers

At La Poste SA, buyers take a basic training module of around two and a half hours in responsible purchasing. To date, 94% of the personnel has taken this e-learning module, intended specifically for the Group Purchasing Department. The module helps buyers understand the Group Purchasing Department challenges and objectives in responsible purchasing, so that they can include these factors in their everyday work and throughout the purchasing process.

A further responsible purchasing course will be opened in 2025, addressing the Group Purchasing Department's purchasing categories and organised according to common CSR challenges. This will provide buyers with a fuller understanding of the issues, risks and opportunities in their various categories, along with greater autonomy in developing responsible purchasing strategies.

On joining the Group Purchasing Department, buyers are also required to take a compliance training course comprising two modules: one on anti-corruption and another on data management/GDPR. These training courses, which are supplemented by an e-learning course on duty of care that will become mandatory in 2025, aim to raise awareness and prepare buyers for best practices and the acquisition of appropriate reflexes on these issues.

CSR criteria in consultations

Social and environmental assessment is carried out according to CSR criteria for consultations across the scope of La Poste SA. This is in line with the group's responsible purchasing policy, which aims to ensure that 100% of consultations on a European call for tender include at least one environmental criterion.

To meet this objective, the Compliance and Responsible Purchasing division and the Sustainability Department help buyers set up these CSR rating criteria, which must be relevant and adapted to the issues at stake in the consultations in question. Within the Group Purchasing Department, this indicator is monitored quarterly by the Compliance and Responsible Purchasing division for consultations managed by the Group Purchasing Department. It is reported to the Mission Committee.

In 2025, internal control will be responsible for ensuring that these CSR rating criteria are applied to a representative sample of consultations through a level-1 control by the manager and a level-2 control by the Compliance and Responsible Purchasing division.

The Group Purchasing Department will be extending the use of these CSR criteria to all consultations and all subsidiaries wishing to take up this approach. This intra-group rollout is monitored by the Responsible Purchasing Steering Committee, which includes the Group Purchasing Department and a number of subsidiaries (including La Poste Immobilier, La Banque Postale, La Banque Postale Asset Management, Dicaposte, Viaposte, the Health BU, etc.). This committee meets quarterly.

At the same time, with regard to CSR aspects of contracts awarded by the Group Purchasing Department, the Compliance and Responsible Purchasing division helps buyers in the sector draw up specifications, contractual clauses and CSR indicators (KPIs) on

contract fulfilment. This rounds out and allows for operational implementation of CSR rating criteria. With regard to environmental criteria, La Poste is one of the entities piloting the Carbon Performance Scale (CPS), a system that helps future contract-holders take up structured and auditable commitments on decarbonisation. This was introduced in France by the ObsAR sustainable procurement observatory. The consultation on which the CPS will be tested concerns the group's plain IT hosting. The European call for tender on this was issued at the end of 2024.

Since it was set up, the Compliance and Responsible Purchasing division has been running responsible purchasing strategies for categories considered high-priority in terms of expenditure, CSR opportunities/risks and consultation planning. These strategies guide the choice of social and environmental criteria toward risk mitigation (such as decarbonisation in delivery or transport, non-discrimination in temporary employment, or biodiversity impact in catering purchases) and opportunity opening (such as direct or indirect inclusion measures).

For its part, La Banque Postale must ensure that social, societal and environmental criteria relating to the service being purchased are included in the consultation requirements and during the supplier selection process. Each product/service purchasing segment is screened against specific, tailored CSR criteria. The objective is to ensure that the services provided are in line with La Banque Postale's CSR policy. Depending on the purchasing category, environmental and social concerns generally represent 10% of the global weighting when assessing tenders. This approach is based on an Afnor sectoral mapping methodology. Supplier selection is governed by internal rules, such as on ensuring equal treatment, and validated by the purchasing manager and the specifying business line. La Banque Postale also ensures that specification requirements remain accessible to small and medium-sized businesses.

At La Poste Immobilier, a commitment to include a CSR criterion in 100% of consultations has been included in the subsidiary's CSR roadmap since 2023, under the responsibility of the Purchasing Director. This criterion is weighted at a minimum of 10%, with the possibility of raising this to 15% for high-stakes consultations. Work on CSR criteria has included the drafting of data sheets with CSR criteria, to help specifiers draw up specifications and buyers manage their calls for tender.

Geopost aims to include as many ESG criteria as possible in its purchasing consultations, under its responsible purchasing policy and rollout of its roadmap. In 2024, a CSR grid was drawn up to assess suppliers' CSR maturity with regard to the nature of consultations and current contracts. Given the lack of historical data, it is not yet possible to draw definitive conclusions on their CSR performance. Forthcoming steps include a CSR audit across a sample of suppliers, and training in responsible purchasing to raise awareness and step up the inclusion of ESG criteria in purchasing consultations.

Payment term compliance

La Poste Groupe and all its business lines and subsidiaries pay particular attention to their suppliers, whether they are small, medium-sized or large companies. The group ensures that its suppliers' payment terms are strictly met. Applicable legal payment terms are specified in the General Terms and Conditions of Purchase (GTCP), which include details on the penalties applicable if the payment deadline is not met, and on the possibility of referral to a supplier relations mediator in the event of dispute.

They also comply with the requirement on balanced contractual relations.

The objective of meeting payment deadlines is clearly set out in La Poste Groupe's supplier portal ("Espace Fournisseurs du groupe La Poste | La Poste Groupe"). Here, suppliers (across the scope of La Poste SA) can monitor the status of their invoices (all suppliers are encouraged to register on the purchase monitoring tool and are offered the electronic invoicing system by default) for more efficient processing. This also applies to the General Terms and Conditions of Purchase.

La Poste SA's suppliers have access to a number of tools for issuing invoices, managing payments and dealing with potential disputes:

- a charter of best practice for invoicing was introduced in 2022;
- a "supplier reception" unit is available for answering suppliers' questions.

The group operates an across-the-board process on electronic invoicing. In 2024, electronic invoicing accounted for around 80% of all invoices submitted to La Poste SA.

The single supplier base is configured on the basis of legal requirements on deadlines for different supplier APE codes. This means payment terms for small and mid-sized businesses are determined on the basis of their APE code. A digitisation chain with AI has been set up to process invoices more quickly. Invoices are prioritised by due date to ensure they are paid on time.

An analysis of the causes of late payment has been set up. This found that overdue receipt of invoices is the main cause of late payment, whatever the channel (paper or electronic). Across the scope of La Poste SA, 90% of invoices paid late were received late. La Poste uses an automated system (RPA) to send reminders to suppliers who fail to send their invoices on time.

Disputes are dealt with promptly as they arise, and requests for credit notes are sent to the suppliers concerned within 15 days. Specific actions have been launched with specifiers: incentives to use the system for placing orders and thereby optimise end-to-end processing of the purchasing flow and regular automated reminders (RPA) to validate invoices awaiting payment before their due date. Metrics for monitoring payment times are issued monthly so that departments can validate their invoices promptly. A monthly review identifies the specifiers responsible for the longest payment delays. The departments concerned then carry out a targeted action plan accordingly. The main suppliers concerned by late payments are addressed by a specific action plan run with the Purchasing Department.

La Poste Groupe processes the invoices of La Poste Immobilier, which are included in the above actions. The digitisation chain has been in operation since October 2024 and in widespread use since January 2025. In addition, a two-monthly report on pending invoices is sent to the main specifiers, and monitoring is carried out by the Audit Director to resolve specific situations. La Poste Immobilier has introduced electronic data interchange (EDI) with its main energy suppliers, which has a positive impact on payment times.

Under its 2023-2025 responsible purchasing programme, La Banque Postale has drawn up a three-year improvement plan, making compliance with payment deadlines a priority.

The risk of failure to meet supplier payment deadlines is also included in La Banque Postale's risk mapping, with an action plan presented every six months to the Finance and Strategy Department's Risk and Compliance Committee. Supplier payment times have been monitored on a monthly dashboard since 2021. This facilitates efficient tackling of potential causes of delay, management of billing disputes, and supplier awareness of the risks of late deliveries. The matter has also been included in the individual objectives of Purchasing Department employees. As part of the RFAR certification process, in 2023, La Banque Postale appointed an internal Supplier Relations mediator who reports to the Responsible Purchasing Committee every four months on any appeals or complaints received from suppliers. The mediator has not received any complaints to date. This person also acts as La Poste Groupe's supplier mediator. At La Banque Postale, an SME correspondent has been appointed to manage improvement in payment times for small and mid-sized businesses. And in February 2025, La Banque Postale's Purchasing Department added a specific SME metric to its payment times dashboard. This new indicator will be under monthly monitoring in 2025. La Banque Postale also carries out an annual assessment of suppliers to identify risks of suppliers' financial dependence on the group. The bank closely monitors financial dependencies of over 25%, informing suppliers of their situation accordingly. Situations of high financial dependency can be addressed in a number of ways, including issue of a dependency alert mail, regular reviews to keep the situation under control, plus support and referencing to seek other possible customers for the supplier. In all cases, La Banque Postale seeks an appropriate balance between dependency and openness to SMEs.

Finally, given Geopost's organisation into country-specific business units, each BU adapts to local conditions regarding supplier payment times.

Payment practices [G1-6]

In 2024, the average payment period across the group as a whole was 38 days and the average payment period for SMEs 35 days.

As a reminder, contractual payment terms are set in accordance with the legal payment terms applicable to suppliers' APE codes. These vary from 10 to 60 days, depending on the supplier business category, as follows:

- 10 days: primarily non-profit organisations and administrations;
- 20 days: primarily production and distribution of electricity, gas, steam and air conditioning; collection, treatment and distribution of water; and collection and treatment of wastewater;
- 30 days: primarily social and medical sectors and all types of transport;
- 45 days: primarily the temporary employment sector;
- 60 days: all other purchasing categories.

The average contractual payment time across the group is 37 days. This data is monitored by the Responsible Purchasing steering committee, subsidiary by subsidiary⁽¹⁾.

83% of invoices paid in 2024 were settled within the group's standard payment terms. 95% of SME invoices were settled within the group's standard payment terms.

(1) On a voluntary basis.

There are no legal proceedings under way for late payment.

The data in the preceding paragraphs comes from a survey of actual payment times by group entities. For this initial exercise, the ten most significant entities were selected, accounting for 77% of the group's purchases. December figures were estimated proportionally on the basis of purchases in the first 11 months of 2024. This information is considered reliable when compared with the previous year's data.

1.1.4.3 Political influence and lobbying activities [G1-5]

Within La Poste Groupe, certain business lines or macro-departments have a parliamentary interaction unit handling relationships with members of parliament. To ensure a coherent and unified approach, a Public Affairs Committee has been set up under the chairmanship of the Director of Public and Local Affairs. This committee coordinates the actions of the various entities, for consistent relations with members of parliament, centralised information, and strategic alignment of public positions.

At La Banque Postale, lobbying activities are overseen by the Managing Director of Risks, Compliance and Administration of the Financial Conglomerate, who is also a member of the Executive Board.

Within Docaposte, representation of interest activities are supervised by the Corporate Affairs Department, which charts an annual roadmap and runs actions in coordination with all the departments involved. The Corporate Affairs Department, together with Docaposte's Compliance Department, is responsible for distributing and ensuring compliance with Docaposte's Representation Charter. All representation of interests is supervised and declared by the Institutional Affairs Department to the Haute Autorité pour Transparence de la Vie Publique (government authority on transparency in public affairs). The 2023 declaration was made on 27 March 2024. The 2024 declaration will be drawn up and registered by 31 March 2025.

At Geopost, lobbying governance is handled by two Executive Committee members and the deputy director of regulatory affairs.

At both national and European level, La Poste Groupe makes no political contributions, either financial or in kind. In France, the group organises a parliamentary breakfast meeting, to which all members of parliament and senators are invited and can register to discuss matters directly with the Chairman and CEO of La Poste and group representatives. Once a year, the group also organises a dinner event for any French MEPs who wish to attend, to discuss national and European postal issues directly with the Chairman and CEO of La Poste and group representatives.

The lobbying activities of La Poste Groupe and its subsidiaries include position-taking on a number of important legislative and regulatory issues at both national and European level. The list of actions and the list of people likely to carry them out is public and accessible to all on the website of the Haute Autorité pour Transparence de la Vie Publique.

In France, the main lobbying issues in 2024 concerned compensation for public service missions to appear in draft finance bills, opening of the experiment on allowing municipalities to have census operations carried out by an external operator, the end of the Oui Pub advertising opt-in experiment, renewal of the public service mission of the universal postal service, and press transport tariffs to appear in draft finance bills.

Data covers La Poste SA, La Banque Postale and some of its subsidiaries, CNP Assurances, and Geopost subsidiaries. Data collection on this new group metric was begun in October 2024. Feedback will be provided to all group companies accordingly, the aim being to report on a group-wide metric by 2025.

At European level, La Poste has had a representative office in Brussels since 1993 and is listed in the European Union's transparency register. The main subjects for European lobbying in 2024 concerned:

- changes in texts specific to the postal sector, namely Directive 97/67/EC, (the Postal Services Directive), and Regulation (EU) 2018/644 on cross-border parcel delivery services;
- certain Green Deal initiatives such as the European taxonomy, disclosure of corporate sustainability information, reporting of CO₂ emissions in transport, and packaging waste;
- digital matters such as electronic identification, trust services and data access;
- international trade matters such as the application of customs rules, including update to the European Union Customs Code.

With regard to Docaposte in particular, the subjects covered concerned the development of an ecosystem of sovereign and trusted players and technological assets (cloud/AI), the uses of digital identity with a sustainable economic model, and development of a cybersecurity culture adapted to all economic players.

In 2024, La Banque Postale put forward its positions to the public authorities, either directly or by contributing to lobbying efforts, on a number of European issues.

- Basel III Accord (CRR3 regulation and CRD6 directive): defend banks' ability to finance the economy, particularly local authorities and strategic investments.
- Bank crisis management and deposit insurance (CMDI): preserve equal treatment of credit institutions with regard to conditions of access to resolution tools and requirements for holding instruments eligible for resolution.
- Retail Investment Strategy (RIS): preserve the retrocession mechanism for advice that is accessible to all, and ensure proportionality in governance and supervision.
- Proposal for a regulation on the exchange of financial data (FiDA): clarify the scope, and strengthen the security and sequencing of data access.
- Digital euros and euro legal tender: risks to financial stability, holding limits consistent with cash usage, remuneration model and distribution methods.
- Payments (PSD3 directive and PSR regulation): better supervision of criteria on reimbursement in the event of identity theft.
- Proposed regulation on artificial intelligence (AI Act): precise definition for AI, associated statistical techniques, and definition of an appropriate perimeter for high-risk AI.
- Draft revision of the Sustainable Finance Disclosure Regulations (SFDR): simplify disclosure requirements, clarify key concepts and adjust categorisations according to management strategies.

- Proposal for a directive on duty of care (CS3D): inclusion of value chain characteristics in financial services. At a national level, La Banque Postale's direct and indirect lobbying focused chiefly on the proposed law on inheritance bank charges, with a view to ensuring that the proposed free threshold and the classification of complex inheritances were consistent with the human resources deployed.

In 2024 Geopost carried out lobbying activities on three main subjects: the Postal Directive, sustainable transport and cybersecurity.

The undertaking is registered in the European Union Transparency Register or in an equivalent transparency register in a Member State: Yes.

Since La Poste is a wholly state-owned company, some of its directors, at least, should obviously be civil servants or employees of Caisse de Dépôts, as both are liable to sit on the boards of various other public companies.

1.1.4.4 Cybersecurity, AI management and digital trust

La Poste Groupe is committed to ensuring the security and integrity of customer, employee, supplier and subcontractor data. The information given for consumers and end users⁽¹⁾ also applies to suppliers, subcontractors and employees.

In May 2024, La Poste signed its new AI Trust Charter, strengthening the commitments made in 2016 with its Data Charter and supplemented in 2021 with its Principles on Ethics and Artificial Intelligence. It strengthens La Poste Groupe's position as a trusted player by offering a framework that promotes an ethical and human approach to AI, in line with the group's historic values. This Charter will be included in our supplier contracts.

(1) See Section 1.1.3.4 "Consumers and end-users | S4", paragraph "Cybersecurity, AI management and digital trust".

STATUTORY AUDITORS' REPORT ON THE SUSTAINABILITY STATEMENT

Report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 for the year ended 31 December 2024

1.2 STATUTORY AUDITORS' REPORT ON THE SUSTAINABILITY STATEMENT

Report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 for the year ended 31 December 2024

This is a translation into English of the statutory auditors report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 of the Company issued in French and it is provided solely for the convenience of English speaking users.

This report should be read in conjunction with, and construed in accordance with, French law and the H2A guidelines on "Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852".

To the Annual General Meeting,

This report is issued in our capacity as statutory auditors of La Poste SA. It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the year ended 31 December 2024 and included in Section 2 of the Group's management report.

Pursuant to Article L. 233-28-4 of the French Commercial Code, La Poste SA is required to include the above-mentioned information in a separate section of the group management report. This information has been prepared in the context the first time application of the aforementioned articles, a context characterized by uncertainties regarding the interpretation of the laws and regulations, the use of significant estimates, the absence of established practices and frameworks, in particular for the double-materiality assessment, and an evolving internal control system. It enables an understanding of the impacts of the group's activity on sustainability matters, as well as the way in which these matters influence the development of the group's business, its performance and position. Sustainability matters include environmental, social and corporate governance matters.

Pursuant to II of Article L. 821-54 of the aforementioned Code, our responsibility is to carry out the procedures necessary to issue a conclusion, expressing limited assurance on:

- compliance with the sustainability reporting standards adopted pursuant to Article 29b of Directive (EU) 2013/34 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for *European Sustainability Reporting Standards*) of the process implemented by La Poste to determine the information reported, and compliance with the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code;
- compliance of the sustainability information included in Section 2 of the group management report with the requirements of Article L. 233-28-4 of the French Commercial Code, including with the ESRS; and
- compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852.

The engagement is carried out in compliance with the ethical rules, including independence, and quality control rules prescribed by the French Commercial Code.

It is also governed by the H2A (French National Audit Authority) guidelines on "Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852".

In the three separate sections of the report that follow, we present, for each of the sections of our engagement, the nature of the procedures that we carried out, the conclusions that we drew from these procedures and, in support of these conclusions, the elements to which we paid particular attention and the procedures that we carried out with regard to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken individually and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three sections of our engagement.

Finally, where deemed necessary to draw your attention to one or more disclosures of sustainability information provided by La Poste in the group management report, we have included an emphasis of matter paragraph hereafter.

Limits of our engagement

As the purpose of our engagement is to express limited assurance, the nature (choice of techniques), extent (scope) and timing of the procedures are less than those required to obtain reasonable assurance.

Furthermore, this engagement does not provide guarantee regarding the viability or the quality of the management of La Poste, in particular it does not provide an assessment, of the relevance of the choices made by La Poste in terms of action plans, targets, policies, scenario analyses and transition plans, which would go beyond compliance with the ESRS reporting requirements.

It does, however, allow us to express conclusions regarding the entity's process for determining the sustainability information to be reported, the sustainability information itself, and the information reported pursuant to Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information subject to this engagement might make.

Any comparative information that would be included in the group management report are not covered by our engagement. It also does not relate to the entity's compliance with the legal and regulatory provisions relating to the vigilance plan published pursuant to Article L225-102-1 of the French Commercial Code.

Compliance with the ESRS of the process implemented by La Poste to determine the information reported, and compliance with the requirement to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code

Nature of procedures carried out

Our procedures consisted in verifying that:

- the process defined and implemented by La Poste has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify those of the material impacts, risks and opportunities that lead to the publication of information disclosed in section 2 of the group management report, and
- the information provided on this process also complies with the ESRS.

We also checked the compliance with the requirement to consult the social and economic committee.

Conclusion of the procedures carried out

On the basis of the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by La Poste with the ESRS.

Concerning the consultation of the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code, we inform you that as of the date of this report, this consultation has not yet been held.

Elements that have received particular attention

We set out below the elements that have been the subject of particular attention in relation to our assessment of compliance with the ESRS of the process implemented by La Poste to determine the information reported.

Regarding the identification of stakeholders

Information on the identification of stakeholders is set out in paragraph "Interests and views of stakeholders [ESRS 2 SBM-2]" in paragraph 1.1.1.3 "Strategy and business model" of Section 2 "Sustainability report" of the group management report.

We have gained an understanding of the analysis carried out by La Poste to identify the stakeholders, which may affect the entities in the scope of the information or may be affected by them, by their direct or indirect activities and business relationships in the value chain.

We carried out interviews with the Social Engagement Department and/or individuals we deemed appropriate and inspected the available documentation. Our procedures consisted in particular of:

- assess the consistency of the main stakeholders identified by La Poste with the nature of its activities and its geographical locations, taking into account its business relationships and its value chain;
- exercise our critical scepticism to assess the representative nature of the stakeholders identified by La Poste, particularly in view of the multiplicity of its activities.

Concerning the identification of impacts, risks and opportunities ("IRO")

Information relating to the identification of impacts, risks and opportunities is set out in paragraph "Description of the process to identify and assess material impacts, risks and opportunities [IRO-1]" in paragraph 1.1.1.4 "Impact, risk and opportunity management" of section 2 "Sustainability statement" of the group management report.

We have gained an understanding of the process implemented by La Poste regarding the identification of impacts (negative or positive), risks and opportunities ("IRO"), actual or potential, in connection with the sustainability matters mentioned in paragraph AR 16 of the "Application Requirements" of ESRS 1 standard.

In particular, we have:

- assessed the approach put in place by the entity to collect the information necessary to determine its impacts and dependencies, which are likely to be a source of risks or opportunities, in particular through the dialogue implemented with stakeholders, where appropriate;
- assessed the completeness of the activities included in the scope for the identification of the IROs;
- reviewed the mapping carried out by La Poste of the identified IROs, including a description of their distribution in their own activities and the value chain (upstream and downstream), as well as their time horizon (short, medium or long term) and assessed the consistency of this mapping with the risk analyses carried out by the group's entities;
- assessed the approach used by La Poste to collect information on behalf of its subsidiaries;
- assessed the consistency of the current and potential impacts, risks and opportunities identified by La Poste with our knowledge of the entity and the group.

Concerning the assessment of impact materiality and financial materiality

Information on the assessment of impact materiality and financial materiality is provided in paragraph "Description of the process to identify and assess material impacts, risks and opportunities [IRO-1]" in paragraph 1.1.1.4 "Impact, risk and opportunity management" of Section 2 "Sustainability statement" of the group management report.

We have gained an understanding of the impact and financial materiality assessment process implemented by La Poste and assessed its compliance with the criteria defined by ESRS 1.

In particular, we have:

- assessed the way in which La Poste has determined the materiality criteria in the light of the principles defined by the ESRS1 standard, to determine the material information reported;
- assessed the consistency of the thresholds thus determined with our knowledge of the Group;
- verified that all the actual or potential impacts (positive or negative), risks and opportunities identified by La Poste have been assessed;
- assessed the appropriateness of the degree of aggregation of the individual impacts, risks and opportunities of the subsidiaries at the group level;
- assessed the appropriateness of the information provided in paragraphs "Description of the process to identify and assess material impacts, risks and opportunities [IRO-1]" and "Information covered by this sustainability statement [IRO-2]" in paragraph 1.1.1.4 "Impact, risk and opportunity management" of section 2 "Sustainability statement" of group management report.

STATUTORY AUDITORS' REPORT ON THE SUSTAINABILITY STATEMENT

Report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 for the year ended 31 December 2024

Compliance of the sustainability information included in section 2 of the group management report with the requirements of Article L. 233-28-4 of the French Commercial Code, including the ESRS

Nature of procedures carried out

Our procedures consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- the disclosures provided enable an understanding of the general basis for the preparation and governance of sustainability information included in section 2 of the group management report, including the basis for determining the information relating to the value chain and the exemptions from disclosures used;
- the presentation of this information ensures its readability and understandability;
- the scope chosen by La Poste for providing this information is appropriate; and
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of users, that this information does not contain any material errors, omissions, inconsistencies, i.e. that are likely to influence the judgment or decisions of users of this information.

Conclusion of the procedures carried out

Based on the verifications we have carried out, we have not identified material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in Section 2 "Sustainability report" of the group management report, with the requirements of Article L. 233-28-4 of the French Commercial Code, including the ESRS.

Emphasis of matter

Without qualifying the conclusion expressed above, we draw your attention to the information relating to the context of the first year of application in the introductory paragraph of chapter 1.1. "Our sustainability statement" in Section 2 "Sustainability statement" of the group management report, in particular with respect to the use of estimates based on past experience, as well as various other factors deemed reasonable, or the scope used, for some information reported.

Elements that received particular attention

We set out below the elements that have been the subject of particular attention in relation to our assessment of the compliance of this information with the ESRS.

Information provided in application of environmental standards (ESRS E1)

Information reported for climate change (ESRS E1) are referred to in paragraph 1.1.2.1 "Climate change E1" in Section 2 "Sustainability statement" of group management report.

Our procedures consisted in particular of:

- conduct interviews with management or relevant individuals, in particular the Social Engagement Department, to get an

understanding of the entity's policies and guidance to cover climate change mitigation and adaptation;

- on the basis of these interviews, assess whether the description of the policies, actions and targets put in place by the group covers the following areas: climate change mitigation and adaptation;
- assess the appropriateness of the information presented in chapter 1.1.2.1 "Climate change E1" in section 2 "Sustainability statement" of group management report and its overall consistency with our knowledge of the group.

Regarding the information published under the greenhouse gas (GHG) emissions report, our procedures consisted of:

- gain an understanding of the protocol for determining the greenhouse gas emissions inventory used by the entity to determine the greenhouse gas emissions report and assess its application on a selection of emission categories; in the specific case of scope 3 emissions, we have assessed the justification for the inclusions and exclusions of the different categories and the transparency of the information provided in this respect;
- assess the consistency of the scope considered for the assessment of the greenhouse gas emissions report with the scope of the consolidated financial statements, the activities under operational control, and the upstream and downstream value chain;
- assess the appropriateness of the emission factors used and the calculation of the related conversions, as well as the assumptions for calculation and extrapolation, taking into account the uncertainty inherent in the state of scientific or economic knowledge and the quality of the external data used;
- for the estimates that we considered to be structuring that La Poste used to draw up its greenhouse gas emissions report, gain an understanding of the calculation methodology used, the estimated data and the sources of information on which these estimates are based, and assess whether the methods have been applied consistently;
- for a selection of underlying data, used to assess the GHG emissions, reconcile data used with supporting documents such as energy consumption, distances travelled by vehicles, data from external databases with regard to emission factors, etc.

With respect verifications concerning transition plan for climate change mitigation, our work has focused on:

- assess whether the information reported under the transition plan meets the requirements of ESRS E1, appropriately describes the structuring assumptions underlying this plan, it being specified that we do not have to pronounce on the appropriateness or level of ambition of the objectives of this transition plan;
- assess the consistency of the transition plan with the commitments made by the group;
- assess the consistency of the main information provided under the transition plan, in particular with regard to the financial information provided for investments (CapEX and OpEX) and the entity's financing (cash flows) as well as the decarbonisation levers;
- verify that the entity has completed a qualitative assessment of locked greenhouse gas emissions and that it has taken them into account in its adaptation plan.

Information provided in application of social standards (ESRS S1)

The information reported in respect of own headcount (ESRS S1) is set out in paragraph 1.1.3.1« Own workforce | S1" in section 2 "Sustainability statement" of group management report.

Our procedures consisted in particular of:

- conduct interviews with the management or persons concerned, in particular group's Human Resources Department, to learn about group's policies and orientations;
- assess the appropriateness of the information presented in paragraph 3.1.3.1 "Own workforce | S1" in section 2 "Sustainability statement" of group management report and its overall consistency with our knowledge of the group.

More specifically, with regard to the reported information on its own staff, our work consisted of:

- assess the consistency of the scope of the information reported with the scope of the consolidated financial statements;
- gain an understanding of the methodology used to calculate some indicators that we have deemed structuring, as well as the sources of information on which these calculations are based and to assess whether the methods have been applied consistently;
- assessed, where appropriate, the justification for inclusions and exclusions of scope made for some indicators and the transparency of the information provided in this respect;
- for a selection of indicators, reconcile the data used with the supporting documents (internal or external data).

Compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852

Nature of procedures carried out

Our procedures consisted in verifying the process implemented by La Poste to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

They also involved verifying the information reported pursuant to Article 8 of Regulation (EU) 2020/852, which involves verifying:

- the compliance with the rules applicable to the presentation of this information to ensure that it is readable and understandable;
- on the basis of a selection, the absence of errors, omissions, material inconsistencies in the information provided, i.e. information likely to influence the judgment or decisions of the users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies relating to compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

Elements that received particular attention

Concerning the eligibility of activities

Information on eligible activities is provided in paragraph "Eligibility analysis" of paragraph 1.1.2.4 "Taxonomy" in Section 2 "Sustainability statement" of group management report.

We set out below the elements that have been the subject of particular attention in relation with the eligibility of the activities.

Our procedures consisted in particular of:

- conduct interviews with the Social Engagement Department, the Finance Department and/or the persons concerned to learn about the process for identifying eligible activities;
- assess, by interview and inspection of the related documentation, the compliance of La Poste's analysis of the eligibility of the group's activities with regard to the criteria set out in appendix to the delegated acts supplementing Regulation (EU) 2020/852 of the European Parliament and of the Council.

Concerning the alignment of eligible activities

Information on the alignment of activities is provided in paragraph "Alignment analysis" of paragraph 1.1.2.4 "Taxonomy" in Section 2 "Sustainability statement" of group management report.

We set out below the elements that have been the subject of particular attention concerning the aligned nature of the eligible activities.

Our procedures included:

- analysed, by sample, the elements on which the management based its judgement when assessing whether the eligible activities met the cumulative conditions, from the Taxonomy Framework, necessary to be qualified as aligned, in particular the principle of "do not significant harm" to any of the other environmental objectives;
- consulted, by sample, documentary sources used, including external sources where appropriate, and conducted interviews with the persons concerned;
- assessed the analysis carried out in terms of compliance with the minimum guarantees, mainly in the light of the elements collected in the context of the understanding of the group and its environment and from external databases.

The statutory auditors
French original signed by

Paris la Défense, 28 March 2025
KPMG S.A.

Paris la Défense, 28 March 2025
FORVIS MAZARS

Stéphanie Millet
Partner

Xavier de Coninck
Partner

Gonzague Senlis
Partner

Charles de Boisriou
Partner

1.3 ADDITIONAL INFORMATION ON SUSTAINABILITY COMMITMENTS

1.3.1 Biodiversity and ecosystems

In line with its long-standing commitment to biodiversity, La Poste Groupe has decided to voluntarily publish additional information on biodiversity and ecosystems, even though this topic was not identified as material for the group in its double materiality assessment. The group has carried out a biodiversity footprint analysis, which showed that, although the topic can be considered as material for its bancassurance activities for example, it nonetheless remains non-material overall in terms of financial materiality and impact materiality⁽¹⁾.

There are several reasons why the group has chosen to report its positioning on biodiversity and ecosystems in its sustainability statement.

Firstly, because ERS E4 fits seamlessly with the group's long-term vision of sustainability and its strategic focus on environmental issues. Providing disclosures in accordance with this standard is therefore a continuation of the path it has already begun of championing the preservation of biodiversity and ecosystems.

Secondly, biodiversity is a material issue for Caisse des Dépôts – La Poste's main shareholder. By disclosing its commitments in this area, the group is clearly showing that it shares the same vision as its main shareholder in terms of biodiversity preservation, and that it is actively contributing to the implementation of Caisse des Dépôts' biodiversity policy.

Lastly, biodiversity is intrinsically linked to other material issues for the group, including combating pollution and climate change. Climate change is a major cause of biodiversity loss and ecosystem degradation as it significantly contributes to phenomena such as the extinction of animal and plant species, ocean acidification, the displacement of animal populations, and the spread of invasive species.

For La Poste Groupe, the pressures exerted on biodiversity mainly arise from three types of activities:

- real estate activities, mostly in terms of the group's land footprint (built/unbuilt) and land take;
- transport activities, particularly fuel and raw materials consumption and the use of transport infrastructure, all of which contribute to habitat fragmentation;
- bancassurance activities, particularly the impact from loan applications and investment portfolios.

These areas of impact were identified as part of the first assessment of the group's biodiversity pressures and issues carried out in late 2021 by La Fabrique Écologique⁽²⁾. This assessment also helped the group draw up its biodiversity policy and define the main routes of its future roadmap (reducing impacts, contributing to the preservation of biodiversity and building an ecosystem conducive to the deployment and management of biodiversity issues).

Guiding principles

In 2021, La Poste Groupe published its biodiversity policy, the principal aim of which is to minimise the impact of its activities on biodiversity and ecosystems, in particular by limiting land take and reducing the fragmentation of natural habitats.

The group's biodiversity policy is aligned with the objectives of Caisse des Dépôts' biodiversity policy, which was first published in 2022 and updated and approved by Caisse des Dépôts' Executive Committee in December 2024. The biodiversity policy of La Poste's main shareholder has four key focuses:

- measuring impacts and dependencies;
- analysing risks;
- reducing negative impacts; and
- applying a "nature-positive" approach.

The nature-positive approach is geared towards protecting, restoring and improving the management of nature, and contributing to the implementation of the Kunming-Montreal Global Biodiversity Framework (KMGBF) and its overall goal of halting and reversing nature loss by 2030 with a view to full recovery by 2050.

La Poste Groupe's biodiversity policy sets commitments that will be gradually rolled out across all of its activities, first in France, then the rest of Europe, and lastly internationally. It sets clear targets for the group, while leaving the business lines freedom to structure their actions in line with the specific characteristics of their respective activities and their geographic locations.

Following the publication of its biodiversity policy, the group set up a collegial governance structure specifically for biodiversity issues, comprising:

- a group Biodiversity Committee which meets four times a year with the biodiversity managers from all of the business lines and entities concerned in order to approve the collaborative work carried out;
- the CSR Officers of all the entities, who monitor the group's biodiversity policy as part of the group ESG Committee (ESGC);
- the Executive Committee, whose oversight role for the group's strategic plan has been extended to include the biodiversity action plan.

Content of the group's policy on biodiversity and ecosystems

The group's biodiversity policy has been translated into a roadmap covering 2024-2025, which is focused on three priorities:

- land pressure and the group's contribution to achieving the target of "No Net Land Take" (NNLT) by 2050: La Poste is aiming to meet the NNLT target set in France's 2021 Climate and Resilience Act. The objective is to limit land take in order to protect natural ecosystems, which is in line with the group's commitment to reduce its environmental footprint;
- action plans to reduce pressure on biodiversity, particularly in bancassurance, through La Banque Postale entities selecting sustainable financing and investment portfolios;
- building employee engagement in biodiversity actions, and raising awareness among the general public and external parties about the need to protect nature.

(1) See "Identification and assessment of material impacts, risks and opportunities related to ERS E4, Biodiversity and ecosystems", in Section 1.1.1.1 of this Universal Registration Document, "Basis of preparation of the sustainability statement".

(2) Created in 2013, La Fabrique Écologique – a pluralistic environmental foundation – is a Think and Do Tank whose aim is to promote environmental values and sustainable development based on pragmatic and actionable proposals.

La Poste Groupe's biodiversity policy is the outcome of a collaborative process, involving all internal stakeholders concerned in order to ensure that it can be built into and applied to all of its activities. It also draws on recognised local, national and international expertise to guarantee its relevance and effectiveness. The group worked with national and international players specialised in biodiversity preservation, such as the WWF, the Ligue pour la Protection des Oiseaux (LPO – France's official representative of BirdLife International) and La Fabrique Écologique to enrich its policy with a view to maximising the positive impact of its actions on ecosystems and biodiversity.

The Chairman and Chief Executive Officer is the guarantor of the group's commitment to the environment, in particular to preserving biodiversity. The biodiversity policy is implemented and monitored by the Sustainability Department, which is in charge of the policy's operational execution. It is implemented in conjunction with the application of external standards and initiatives, ensuring compliance with legal obligations, notably the requirements of Article 29 of France's Energy and Climate Act.

Actions related to biodiversity and ecosystems

In order to achieve the goals of its biodiversity policy, La Poste Groupe is taking a range of pragmatic actions, guided by its 2024-2025 Biodiversity Roadmap. It is taking steps to measure its impacts on biodiversity so it can subsequently reduce the pressures exerted on nature for the issues it has identified as priorities, while at the same time raising awareness about biodiversity among its employees and the general public.

Measuring the group's impacts

In 2023, the group launched work on measuring its impacts on biodiversity using the Global Biodiversity Score (GBS). At end-2024, this measurement covered the activities of La Poste SA, La Banque Postale (for the bank's operations scope) and Geopost, which together account for 76% of the group's consolidated revenue. The overall measurement showed a total static impact of 1,181 MSA and a dynamic impact of 12.8 MSA⁽¹⁾. La Banque Postale has been using the GBS since 2022 to measure the impacts of its financing and investment portfolios. This work has been carried out subject to the limits of the methodologies and data available to date.

Reducing pressure on biodiversity caused by the group's activities

1. Reduce land pressure and contribute to the target of "No Net Land Take" (NNLT) by 2050

The group is committed to achieving the NNLT by 2050 target and has adopted a strategy that includes a pathway to NNLT by 2030, spearheaded by La Poste Immobilier. This strategy is based on the "Avoid, reduce, offset" principle, which the group applies to all of its real estate projects.

In order to limit land take, La Poste Immobilier has pledged that 75% of the square meterage of the new builds in its project portfolio in the period up to 2030 will be constructed via land reconversion (reuse of brownfield sites, etc.) or by using other technical solutions (e.g., densification, rehabilitation). In addition, to limit soil sealing for light vehicle parking areas at new platforms directly owned by La Poste Groupe, research will systematically be carried out on the best alternatives to asphalt (permeable parking areas, porous paving, revegetation, green infrastructure, certified products, etc.).

2. Reducing pressure related to purchases

Based on its GBS, La Poste Groupe's biodiversity footprint is mainly concentrated on Scope 3, related to purchases. To reduce this pressure, a specific purchasing action plan was drawn up in 2024, which was approved by the group's Biodiversity Committee. The initiatives put in place under the plan included a biodiversity footprint assessment conducted for each purchasing category, which revealed that 24 categories have a large footprint. Following this assessment, six categories⁽²⁾ were selected for further work in 2024: IT equipment, furniture, green areas, catering, cleaning and clothing. These categories were chosen on the basis of a multi-criteria analysis that took into account several factors, including the level of impact on biodiversity, the value of the purchases, and the identification of improvements that the supplier can make directly. For each of the six categories, action levers were identified and subsequently implemented to reduce the impact on biodiversity of the purchases concerned. For example, new technical specifications incorporating biodiversity criteria have been introduced for the furniture, green areas, catering and cleaning categories.

3. Reducing pressure from banking and insurance activities by applying selection criteria for financing and investment portfolios

La Banque Postale – which signed the Finance for Biodiversity Pledge in 2021 – is continuing its work on sustainability issues related to its investment and financing activities. In 2024, it published its first Climate & Nature report, which is aligned with the recommendations of the TCFD and TNFD⁽³⁾. This report details the bank's actions to tackle climate and environmental issues. With regard to biodiversity, La Banque Postale's main commitments are as follows:

- carrying out a detailed analysis of the impacts, dependencies, risks and opportunities related to nature on 39% of its on- and off-balance sheet exposures in order to identify financed activities located in sensitive areas, i.e., those where there are significant nature-related concerns, implying a particular risk for activities in the area;
- taking steps to combat deforestation and ecosystem conversion for all commodities identified as "relevant commodities" in the European Deforestation Regulation;
- excluding from its investment and financing portfolios companies that generate more than 20% of their revenue from the manufacture or sale of pesticides.

Engaging employees and the general public

The group organises a wide range of programmes to engage its employees and the general public and raise awareness about protecting nature and biodiversity, both in mainland France and overseas.

One of the ways La Poste engages its employees is through its close work with the WWF in combating the illegal transport of wildlife – an issue that affects the postal sector because over 30% of wildlife trafficking takes place through the post. In 2024, 90 employees at four strategic international parcel-handling sites (including at Paris Charles de Gaulle airport) were given specific awareness-raising and training sessions to increase their ability to detect and prevent illegal transport attempts, therefore reinforcing the group's vigilance at an operational level. In line with this commitment, in 2025 La Poste plans to launch specific detection tools, developed in partnership with the WWF, to further strengthen its control capabilities for illegal wildlife transport. In parallel, the group carries out impact studies for every new site to analyse the potential effect it could have on threatened species and minimise disturbance to their habitat. Postal workers are also

(1) Based on CDC Biodiversité's performance metrics, corresponding to mean species abundance per square kilometre.

(2) Scope covering purchases made in France by the Group Purchasing Department, excluding Geopost.

(3) TCFD: Task Force on Climate-related Financial Disclosures; TNFD: Task Force on Nature-related Financial Disclosures.

encouraged to get involved in biodiversity initiatives personally, such as through schemes that give them time off to volunteer for charity, and they are made aware of biodiversity issues on a daily basis through the promotion of the various actions organised within the group.

In January 2023, the group signed a three-year partnership with LPO to help preserve biodiversity and combat the erosion of nature. Under this partnership, the group opened the first refuge under the LPO Péri Entreprise biodiversity programme in 2024, with La Poste Réunion being the charity's first partner company in overseas France to sign up. The two postal sites concerned organised endemic tree planting projects with their employees.

At the same time, the Services-Mail-Parcels and Retail Customers & Digital Services business lines have joined CDC Biodiversité's Nature 2050 programme, which supports forestry, agroforestry and sustainable agriculture projects. In 2024, a tree-planting project was supported to help combat the risk of gradual disappearance of ash trees in the Marais Poitevin Regional Natural Park - France's second largest wetland area. 4,000 ash saplings have been planted to ultimately capture and store 800 tonnes of CO₂.

Back in 2015, La Poste launched a programme called Climat + Territoires as part of the group's climate strategy aimed at reaching net-zero emissions by 2040. This programme is based on projects such as creating carbon sinks by planting trees, thereby helping to preserve biodiversity. It finances and supports over 50 projects in France and, in 2024, it incorporated the first project in France to receive the government's new SNCRR (compensation, restoration and renaturalisation) certificate for natural sites that seek to make a positive impact on biodiversity.

Lastly, at the Mayors and Local Authorities convention held in France in 2024, La Poste Groupe launched a partnership with CDC Biodiversité to help local authorities raise biodiversity awareness among the general public. Under the scheme - which will be trialled for the first year in the Occitanie region - local authorities will be able to use the Hortilio app, developed by CDC Biodiversité in collaboration with the company Jaya, which enables residents to identify local plants, exchange biodiversity-friendly practices and measure their environmental impact. Hortilio also provides local authorities with strategic data to guide their sustainable management policies for their parks and gardens. In tandem, as part of its Action Habitat solution for local authorities, La Poste will mobilise the group's 60,000 local postal carriers to raise public awareness and promote simple but practical measures to preserve biodiversity.

1.3.2 Resource use and circular economy

In line with the commitments it made several years ago to take action for the circular economy, La Poste Groupe has decided to voluntarily disclose information on its use of resources and the circular economy, even though this issue was not identified as material for the group in its double materiality assessment.

This decision was based on the fact that the ESRS related to resource use and the circular economy fits seamlessly with the group's long-term vision of sustainability and its strategic focus on environmental issues. Providing disclosures in accordance with this standard is therefore a continuation of the path La Poste Groupe had already begun of taking action to preserve resources and developing its activities in line with circular economy principles. In addition, preserving resources and raw materials is intrinsically linked to other material issues for the group, such as combating global warming and pollution. The circular economy plays a major role in limiting greenhouse gas emissions.

Guiding principles of the group's policy on resource use and the circular economy

La Poste Groupe published its first resource use policy in 2019, which it updated in 2022. The policy's underlying aim is to sustainably manage resources, respecting the planet's limits, at all levels of the group - in terms of its operations, its products, and its services. La Poste Groupe is transitioning away from use of virgin resources, by increasing its utilisation of secondary resources (derived from reuse or recycling), by extending the lifespan of equipment, whether for its own use or that of its suppliers, and by developing service offers that enable individuals, businesses and the public sector to circularise their resources. Further details on the governance and targets of the group's resource use and circular economy policy will be provided in 2025.

La Poste Groupe's resource use and circular economy lays out commitments that will be gradually deployed across all of its activities, first in France, then the rest of Europe, and lastly internationally. The policy sets goals for the group, while leaving the business lines freedom to structure their actions in line with the specific characteristics of their respective activities and their geographic locations.

The resource use and circular economy policy is the outcome of a collaborative process, involving all the internal stakeholders concerned in order to ensure that it can be built into, and apply to, all of its activities. The key entities and departments that worked on the process included the Services-Mail-Parcels and Retail Customers & Digital Services business lines, La Banque Postale, Geopost, La Poste Immobilier, Véhiposte and the group Purchasing, Strategy and Information Systems departments. Their work was rounded out by recognised national and international specialists from partner organisations (e.g., the French National Circular Economy Institute (INEC) and the WWF).

In 2024, the group set up a specific governance structure for issues related to resource use and the circular economy, comprising:

- a group Circular Economy, Resources and Water Committee, which meets three times a year with the resources managers of all the relevant business lines, corporate departments and subsidiaries, in order to approve the collaborative work carried out;
- the CSR Officers of all the entities, who monitor the resource use and circular economy policy as part of the group ESG Committee (ESGC);
- the Executive Committee, whose oversight role for the group's strategic plan has been extended to include the resource use action plan.

Within the group, the policy is implemented and monitored by the Sustainability Department, which is in charge of its operational execution. The Chairman and Chief Executive Officer - the guarantor of the group's environmental commitment - is ultimately responsible for this policy.

Sustainable resource use for responsible purchasing

As part of its responsible purchasing policy, La Poste Groupe is committed to (i) identifying exactly what it needs and thereby reducing excess purchases, (ii) seeking out providers who respect the principles of environmental protection throughout their supply chain, and (iii) prioritising purchases of sustainable and environmentally-friendly products and services from responsible suppliers.

Key actions related to resource use and the circular economy

Development of a method for measuring the resource footprint and building a resource pathway

La Poste Groupe draws on a wide variety of incoming resources for its operations, ranging from infrastructure such as buildings and urban furniture, to diverse types of machinery and equipment, including heavy, medium and light vehicles, electronic and digital devices, office supplies and protective gear, as well as various consumables (fuel, gas, water, etc.). These resources include many different materials, such as paper, cardboard, plastics, textiles, metals, and rare earth elements which are used in batteries. In addition to its core services activities, the group also sells products manufactured in its own factory (stamps produced by Philaposte) or by suppliers (e.g., packaging for sending mail and parcels, telephone equipment and bank cards).

Keenly aware of the role that companies need to play in protecting the planet's resources, the group has taken its strategy even further by drawing up a science-based definition of its resource footprint as well as a resource pathway. The underlying aim of this exercise is to have 360° visibility of all the resources and materials consumed in connection with the group's activities (footprint), both in terms of incoming and outgoing product/service streams and inventories, and then to define a scenario for improving this footprint (via better resource efficiency, using more recycled, refurbished, repaired and/or reused objects, recovering waste, etc.).

In 2024, having noted the need for a global benchmark to enable companies to adopt a resource pathway compatible with the planet's limits, the group began scientific work on building a shared methodology. This applied research work is being conducted in conjunction with partner consultants and a scientific committee made up of high-level experts from ADEME, INEC, the WWF, the University of Lausanne and the Circular Economy Foundation. The objective is for the resulting method to become a widely-used benchmark. La Poste's trial of the method began in late 2024/early 2025 following an initial raw materials consumption analysis carried out in 2024 for the Services-Mail-Parcels business line. La Poste is aiming to publish its first resource footprint and pathway in 2025.

Without waiting to have a holistic scientific view of its resource footprint, as part of its commitment to society in general and the actions it takes to partner societal change, the group has already launched initiatives designed to use resources efficiently and contribute to the circular economy. These initiatives cover two types of resources and have led to the key actions described below:

- resources used by group entities;
- resources used by other players, with La Poste providing assistance for more efficient use and the application of circular economy principles.

Actions related to resources used by the group

Extending the lifespan of IT equipment

La Poste Groupe uses over 700,000 electrical and electronic devices, three quarters of which are screens, mobile phones, computers, printers and photocopiers. It deploys action plans to extend the lifespan of this equipment - including preventive maintenance, use of protective equipment, employee awareness-raising, environmentally-friendly habits, repairs, and reuse both within and outside the group.

In 2024, 10,000 items of IT equipment were repaired for reuse within the group, and 21,800 items were reused outside the group. These actions to extend the lifespan of IT equipment have avoided the consumption of 9,841 tonnes of raw material⁽¹⁾. Reuse outside the group takes the form of resale or donations. La Poste Groupe has made over 4,500 donations of equipment to help people use digital technology. Over 70 charity donations were made in 2024, benefiting dozens of associations and other players in the social and solidarity economy.

In addition, since 2024 the Docaposte subsidiary has been replacing its smartphones with reconditioned devices. All of the 324 smartphones acquired by its management team in 2024 were refurbished.

In parallel, the group is gradually rolling out a new tool within its business lines for measuring the footprint of its IT equipment, designed to optimise the management of its fleet and preserve resources based on a life cycle assessment approach. Performance metrics will be used to ensure compliance with the resource pathway, with dedicated related action plans systematically put in place.

Lastly, a La Poste in-house repair unit is currently being deployed for IT equipment, security equipment and self-service machines at post offices. This unit draws on the expertise of the repair centre in the Paris region, which now provides nationwide services and is developing ways of working so that regional maintenance units can repair equipment locally, therefore avoiding logistics-related journeys. Two people on vocational training schemes now work at the repair centre, in partnership with the group subsidiary, Nouvelle Attitude, which helps to find employment for disadvantaged people.

In-house equipment swap

La Poste has an in-house system called La Bourse Aux Matériels (BAM), through which equipment can be swapped between different entities rather than being thrown away. This generates both cost savings and positive environmental impacts. Employees in one entity register items they no longer need but which are still in good condition (clothing, furniture, sorting crates, office supplies, etc.) and employees from another entity can then reserve them. Once the swap is validated the items are sent to their new owners via La Poste's internal transport service. This system - which was originally thought up by a La Poste employee - is gradually being rolled out to more entities within the group. Initially trialled in the Nouvelle Aquitaine region, it is now being deployed in the Services-Mail-Parcels business line, and is being tested in other entities and units (e.g., in the regional departments of the Retail Customers & Digital Services business line, La Poste Immobilier, and cross-functional entities such as Villages La Poste). The idea is for it to ultimately be opened up to the whole group. In 2024, more than 39,000 items were swapped in 271 transactions, and since the project began in 2021, the equivalent of €1.98 million and 494 tonnes of CO₂ have been saved.

Actions related to vehicles

In order to reduce fuel consumption, the group has introduced "green driving" training for its employees so they can learn how to drive in a more fluid and energy-efficient way. Between 2020 and the end of 2024, more than 49,700 employees in the Services-Mail-Parcels business line were given green driving training. Transport subcontractors are also invited to follow green driving courses; this criterion is taken into account in the scoring process for their bids.

In 2024, all of the e-bikes used by its postal workers were passed on to Nouvelle Attitude for refurbishment after six years of use, i.e., 1,456 e-bikes. Tests are also being carried out on refurbishing e-bike batteries.

(1) Scope: La Poste SA, LBP SA, Louvre Banque Privée, LBPAM, LBPCF, Domiserve, CNP Assurances and Easybourse, Chronopost and Docaposte.

ADDITIONAL INFORMATION ON SUSTAINABILITY COMMITMENTS

Resource use and circular economy

For several years now, Véhiposte has offered its used postal vehicles – both combustion engine and electric – for sale via online or physical auctions or through private sales to group employees at preferential prices. In 2024, 5,300 vehicles were sold, including 87 to employees.

Véhiposte also supports the reuse of vehicle parts deriving from the circular economy through specialised providers. End-of-life vehicles are dismantled and their parts such as the engine, gearbox or exhaust are recovered, refurbished and then reused in repairs of postal vehicles, while ensuring reliable repairs and user safety.

Actions related to occupational clothing

Since 2016, La Poste Groupe has been involved in collaborative research projects⁽¹⁾ launched by the French State, coordinated by OREE⁽²⁾ (a non-profit organisation) and aimed at building a French collection, sorting and recycling sector for occupational textiles. Following seven years of research and development work, the first “Nouvelles Fibres Textiles” industrial textile sorting facility came on stream in October 2023 in Amplepuis, supported by clothing collection specialist, Synergie TLC, and textile manufacturer, Les Tissages de Charlieu. Its aim is to be able to sort the clothes by material and by colour and remove plastic and metal (buttons, zips, etc.) to produce secondary raw materials that can be made into new products, such as textiles, insulating materials, or plastic objects.

In addition, La Poste contributed to the development of these sorting facilities by sending them six tonnes of its used occupational clothing in 2022 and 2023. All postal worker uniforms in the Services-Mail-Parcels business line will now be recycled through this new channel. In 2024, it began to put in place a collection system, whereby postal workers bring their used uniforms back to their workplaces and they are then sent for recycling via a service developed by Recygo⁽³⁾. A total of 18 tonnes of used clothing from the Services-Mail-Parcels business line were collected for recycling in 2024. The group is currently looking into reuse and recycling processes for other occupational textiles used within the group, such as in several Geopost business units and by customer service representatives in post offices.

The roll-out of these processes has helped La Poste to enhance the upstream eco-design of its occupational clothing in order to facilitate its future recycling (e.g., reducing use of multiple materials and non-recyclable plastics and metals).

In parallel, local schemes are being trialled in the Services-Mail-Parcels business line to clean and mend damaged clothes and reallocate those no longer in use via the equipment swap system.

Actions related to building materials

La Poste Groupe’s real estate company, La Poste Immobilier, is working with its suppliers under framework agreements to incorporate reused materials and equipment and ensure that thought is given right from the design stage to how equipment can be dismantled. These initiatives minimise the consumption of raw materials and reduce the carbon footprint of the materials used in construction projects.

In 2024, La Poste Immobilier developed a system for sending materials from dismantled structures to reuse channels, and incorporating reused materials into its construction operations. It is rolling out a Reuse Charter for all of its operations that are subject to the French legal requirement to carry out a pre-demolition products, equipment, materials and waste assessment (a “PEMD analysis”), with the aim of 80% of the materials identified as reusable being sent to a reuse channel.

La Poste Immobilier is also committed to promoting the principle of “remove and retrieve”, i.e., selective demolition to recover and reuse certain materials, through an innovation partnership with the Sequndo consortium⁽⁴⁾, which it helped to set up in 2024. As well as providing this environmentally-friendly solution for real estate, the Sequndo consortium – which is a group of companies from the social economy sector – offers socio-professional opportunities to job seekers from disadvantaged communities.

Waste recovery and recycling

La Poste Groupe has a waste management system that covers the waste generated by its entities’ activities and by the construction operations carried out by its real estate company, La Poste Immobilier. This waste management system goes further than mere regulatory compliance and also involves developing virtuous practices in line with the hierarchy of waste treatment methods. It is based on contracts with service providers for collecting and processing various types of waste (paper, cardboard, plastic, wood, scrap metal, glass, organic waste, hazardous waste), which prioritise recycling it for reuse as raw materials. Put in place by the group’s regional purchasing departments across France, and usable by all group entities, these contracts are currently mainly utilised by the logistics entities of the Services-Mail-Parcels business line, as well as by post offices and tertiary sites. The group’s recycling practices are being rolled out in Geopost subsidiaries. For example, DPD Belux recycles its cardboard waste by shredding it so it can be repurposed for padding in packages, and Chronofresh increased its proportion of recycled waste by 25% in 2023.

La Poste Groupe also takes steps to avoid pollution related to the processes and waste of its only factory, the Philaposte printing works (which makes stamps and documents with security features, such as passports and cheque books). This facility – which is subject to environmental protection oversight under French law – has an environmental management system.

A 2024–2026 roadmap on waste prevention and management was validated by the group’s Circular Economy, Resources and Water Committee in October 2024, in order to increase its oversight and governance in this domain.

(1) FRIVEP (Filière de réemploi et recyclage industrielle des vêtements professionnels) then FIREX (Filière industrielle de recyclage des textiles).

(2) Founded in 1992, OREE has been bringing together and leading a network of committed players for 30 years to discuss and implement environmental changes throughout France. It brings together, supports and equips a network of more than 200 members, including companies, local authorities, professional and environmental associations and academic and institutional organisations.

(3) See “Key actions related to resource use and the circular economy”.

(4) Sequndo, the leading national social integration network specialising in selective demolition and reuse of building materials.

▼ TABLE OF WASTE METRICS

(group scope, in tonnes)		2024
TOTAL QUANTITY OF WASTE GENERATED		190,256
of which total quantity of hazardous waste		2,180
of which total quantity of non-hazardous waste		188,076
(group scope, in tonnes)		2024
WASTE NOT ELIMINATED (RECOVERED), BY TYPE OF RECOVERY		
TOTAL QUANTITY OF WASTE NOT ELIMINATED (RECOVERED)		147,643
Weight of hazardous waste		1,296
sent for processing for reuse		30
of which sent for recycling into raw materials		1,203
of which sent for energy recovery		63
sent for other recovery/recycling methods		0
Weight of non-hazardous waste		146,347
sent for processing for reuse		8,099
of which sent for recycling into raw materials		137,742
of which sent for energy recovery		503
sent for other recovery/recycling methods		2
WASTE ELIMINATED, BY TYPE OF WASTE TREATMENT		
TOTAL QUANTITY OF WASTE ELIMINATED		42,613
Weight of hazardous waste		884
of which sent for incineration		152
of which sent to landfill		92
sent for other types of elimination		640
Weight of non-hazardous waste		41,729
of which sent for incineration		4,766
of which sent to landfill		25,608
sent for other types of elimination		11,355
(group scope)	Unit	2024
TOTAL QUANTITY OF NON-RECYCLED WASTE	Tonnes	43,182
Percentage of waste not recycled	%	23

Showing the percentage of waste not recycled in the table above makes it possible to highlight all waste processed using methods other than recycling, as per the waste hierarchy defined by European and French regulations. According to this hierarchy, “preparing for reuse” measures are better than “recycling”. This table therefore includes all waste except waste sent to be prepared for reuse or to be recycled.

Actions taken through circular economy product and service offerings

Services to collect office waste for recycling

For the past 11 years, La Poste has been working to collect and recycle office waste through its specialist subsidiaries, Recygo⁽¹⁾ and Nouvelle Attitude⁽²⁾. For small customer sites, the seven different types of office waste (paper, cardboard, metals, plastics, glass, wood and textiles) are collected by postal carriers, therefore avoiding the need for dedicated collection rounds. It is then sorted by Nouvelle Attitude, or else by partners in the social and solidarity economy, and ultimately recovered through various channels in France, to promote local employment while respecting the waste management hierarchy.

(1) Recygo is a joint venture set up by La Poste and Suez in 2018 to step up the sorting and recycling of office waste across France.

(2) Nouvelle Attitude, a social inclusion company, offers a wide range of services to companies and local authorities, mainly related to the circular economy.

ADDITIONAL INFORMATION ON SUSTAINABILITY COMMITMENTS

Resource use and circular economy

Recygo's collection and recycling service for used occupational clothing, launched in 2024, is the first of its kind in France. Recygo's partners sort the clothing and remove certain elements⁽¹⁾ to make secondary raw materials that are then turned into new products, such as new textiles and clothing, insulating materials or plastic parts. Recygo collected almost 40 tonnes of occupational clothing in 2024.

E-bike refurbishing services

Nouvelle Attitude, has developed a maintenance and refurbishment service for the e-bikes used by businesses (La Poste and other companies), local authorities and mobility operators. After the condition of all their parts are checked and certain security components are replaced, the refurbished bikes are sold to companies, local authorities, works councils and private individuals. 626 refurbished bicycles were sold in 2024.

Services for reusing the packaging of e-commerce parcels

La Poste is supporting manufacturers of new reusable packaging for online retailers, at a time when the reusable business model is still not robust. The Services-Mail-Parcels business line has been rolling out initiatives to help structure this business since 2022, including:

- drafting an Afnor specification to define guidelines for reusable packaging;
- creating a "Reposte" label awarded after technical and CSR tests to guarantee successful delivery of reusable packaging; and
- launching a simple, cost-effective offer for online shoppers and retailers to return empty reusable packaging through letterboxes for cleaning and reuse.

Mail and parcel packaging ranges sold to customers

For over ten years, La Poste has placed great importance on eco-design for the packaging it sells to its retail customers (pre-paid, ready-to-ship, and simple parcel packaging). The entire range of pre-paid paper envelopes is made from PEFC-certified paper⁽²⁾ from sustainably managed forests. Cardboard and plastic parcel packaging contains 40-70% recycled materials. The group is currently conducting research with manufacturers to move towards single-material products, which are easier to recycle, and to find alternatives to plastic. Once it has been used, all packaging, whether paper, cardboard or plastic, can be sorted by households in their selective sorting bin.

Since 2022, no single-use plastic products have been marketed in the pre-paid parcel packaging range – all of the products in this range can be used twice as they have two glue-strips. In 2023, La Poste extended this double usage principle to cover its simple packaging as well. And in mid-2024 it was further extended to cover all ready-to-mail packaging, including cardboard packets (except for overseas and international deliveries due to the handling constraints for long distance journeys). As a result, the proportion of dual-use packaging in the range climbed from 56% in 2023 to 82% in 2024. Every year, several hundred tonnes of materials are saved thanks to this concept of double use packaging. La Poste is currently considering offering packaging that can be used more than twice, but has not yet found a suitable financial model to be able to introduce this possibility.

Projects and pilot tests at contact points

In association with its partners, the Retail Customers & Digital Services business line regularly carries out pilot tests in post offices to trial products and services that promote the circular economy, including:

- a programme launched by La Poste Mobile and the environmental non-profit Ecologic for collecting mobile phones to be refurbished or their parts recycled;
- the sale of postal workers' used bikes refurbished by Nouvelle Attitude; and
- the collection for recycling of expired bank cards in conjunction with La Banque Postale.

If the pilot is successful and the product or service approved, it can then be marketed on a national scale.

Lastly, to make it easier for individuals to buy and sell second-hand products, the Retail Customers & Digital Services business line has introduced a new fast drop-off process for Vinted parcels at post offices.

Key actions related to water resources

With regard to its own water use, the group has tertiary water consumption rather than industrial consumption. It uses water almost exclusively for drinking purposes and in washrooms, in company restaurants and for watering grounds and gardens. The only use in a production process is at the Philaposte printing works which makes stamps and documents. Water is also used in the group's value chain by its suppliers to manufacture the products and equipment used in its activities, as well as by its service providers, particularly for cleaning vehicles. In addition, through its financing activities, the group finances projects that are directly or indirectly dependent on water supplies.

Water has been one of the resources covered by the group's resource use and circular economy policy since 2022. The management of water resources is overseen by the Circular Economy, Resources and Water Committee, which is responsible for ensuring that the group's objectives are aligned with those of its business lines and subsidiaries. This committee reports to the group ESG Coordination Committee. La Poste Groupe has identified three priority areas to help preserve water.

Water management in buildings

La Poste Immobilier manages issues relating to water consumption in the group's buildings. It has drawn up a water action plan for its activities, based on three main priorities:

- monitoring consumption, reducing leaks;
- improving the management of rainwater and greywater; and
- implementing a cross-functional awareness-raising, training and engagement project for the group's employees.

The most water-intensive entities have been equipped with meters, which enable teams to spot leaks quickly and take appropriate action: 50 sites were fitted with these meters in 2024 for their company restaurants and washrooms, and by 2030 several hundred sites will have meters to measure their general water consumption.

Almost all the water used by the group is supplied by public utility networks managed by local authorities, although several entities use harvested rainwater for their washrooms or for watering grounds and gardens.

(1) Certain elements are removed to facilitate recycling (buttons, zips, etc.).

(2) PEFC forest management certification, issued by an independent certification body, assures that forests are managed in line with environmental, social and economic requirements.

In 2024, La Poste Immobilier launched an opportunity study on the reuse of rainwater and in 2025, it will carry out projects at eight pilot sites, with a subsequent roll-out to other relevant sites. A second opportunity study is being conducted in parallel to identify sites where it would be useful to remove waterproofed surfaces and make them porous, and the group is currently looking into the treatment and reuse of greywater (slightly polluted wastewater). Lastly, La Poste Immobilier has a project to map its sites in water-stressed regions, which will be completed by end-2026. All of these actions are aimed at reducing the group's water consumption. In 2024, the group's water consumption amounted to 1,961,814 m³. Thanks to the above-described opportunity studies and the initial actions taken by La Poste Immobilier in 2024-2025, the group will be able to estimate its water reduction potential and set itself a quantified target for 2030.

Particular care is taken over water management at the group's only factory, the Philaposte printing works. As this facility is subject to environmental protection oversight under French law, its water consumption as well as the quantity of water it discharges are monitored, and daily and weekly water analyses are conducted. Innovative processes are applied to reduce the amount of liquid waste that needs to be treated.

Water management within the value chain

La Poste incorporates the issues of water efficiency and reducing water pollution – particularly plastic pollution – into its relations with its suppliers and service providers for whom these issues are significant. The group has set specific requirements for its providers,

particularly regarding vehicle washing (efficient water use, waterless washing systems), maintenance of grounds and gardens (zero pesticides, low-water-use plants, controls for watering systems), corporate catering (implementation of water-saving plans) and cleaning premises (anti-water wastage measures, low-pollution detergents).

Water management in financing activities

La Banque Postale Asset Management (LBPAM), CNP Assurances and Louvre Banque Privée have adopted an investment policy that incorporates water-related criteria. They have pledged to:

- take into account risks related to water stress or drought;
- encourage water efficiency among their investees; and
- only invest in companies with a responsible pollution prevention policy (exclusion of companies with excessive exposure to pesticides and requests for action plans on reducing plastic pollution).

CNP Assurances has also drawn up a "green works" charter, which contains specific recommendations on the installation of water-saving systems. In parallel, since 2020, La Banque Postale has been offering local authorities long-term fixed-rate green loans to finance the construction, upgrading and renewal of water network infrastructure. It also offers bridging loans to pre-finance subsidies from water agencies.

1.3.3 Actions aimed at promoting strong ties between the nation and its armed forces and supporting enrolment in military reserve forces

In order to participate in the country's mobilisation in the event of a geopolitical emergency, La Poste has drawn up a directive relating to military reservists, which has been formally documented in the support agreement for the military reserve policy signed on 15 March 2022 between La Poste and the French Ministry of the Armed Forces. This agreement clearly demonstrates how La Poste goes above and beyond its legal obligations in this area.

La Poste is committed in a variety of ways to aligning its own interests with France's national defence interests, while ensuring job security and financial support for employees who participate in the military reserves:

- providing support for reservists: La Poste is committed to making it easier for its employees to take part in military reserve forces. This includes granting leaves of absence up to a maximum of 20 days per year (under French law, employees are permitted to use up to 10 days of their working time a year for the military reserve forces);

- call-up notice and release clause: La Poste respects the advance notice for calling up reservists and has adopted a release clause, allowing reservists to join their military organisation quickly if needed urgently;
- remuneration and benefits: during their period of military activity, La Poste reservists receive military pay and ancillary allowances, in addition to their La Poste salary. Call-up periods in military reserve forces are treated as actual periods of work for the calculation of benefits (statutory and under collective bargaining agreements);
- job protection: La Poste undertakes not to end the employment of any employees due to periods of absence related to their status as operational reservists.

This demonstrates La Poste's commitment to supporting the national defence policy and maintaining strong ties between the nation and its armed forces. By making it easier for employees to enlist in military reserve forces, La Poste helps to improve military capacity and nurture a spirit of national defence.

1.3.4 Combating tax evasion

The group's tax affairs and the management of tax risks are the responsibility of a team of qualified and appropriately-trained tax experts who work under the supervision of the group's Chief Financial Officer. They ensure the support of operational activity in compliance with the applicable regulations, which are numerous and complex, and whose changes La Poste Groupe follows with care.

The group is committed to applying a clear and responsible tax policy, which aims to prevent tax evasion and is published annually on the group's website. This tax policy is based on the following key principles:

Compliance with OECD principles

La Poste Groupe undertakes not to take any tax positions that could qualify as tax fraud or evasion and not to enter into any transactions that could be construed as disconnected from operational reality. As far as transfer pricing is concerned, the group complies with the principles set forth by the OECD. It files all required documents, including country-by-country reporting (CBCR), in order to guarantee transparency with tax authorities. Intra-group transactions between companies residing in different states are relatively limited given the nature of the group's activities.

ADDITIONAL INFORMATION ON SUSTAINABILITY COMMITMENTS

Bilateral credit facility and syndicated loan

Tax compliance

The group is committed to paying its fair share of taxes in the countries where it operates, in accordance with the laws and agreements in force. It publishes annual information about business locations and activities by country in its Universal Registration Document, as well as information on income tax by region in its tax policy.

La Poste Groupe confirms that its presence abroad is justified on economic and commercial grounds, and it does not consider operating in any offshore privileged taxation jurisdictions.

During external growth transactions, the group pays special attention to the tax approach adopted by the entities in question, and ensures that they comply with the tax principles and ethics it applies.

Strict policy on tax havens

The group has a strict policy on tax havens. None of the group's establishments are authorised to operate in any state or territory appearing on the official French list of non-cooperative states and territories (NCST)⁽¹⁾ or on the current EU list of non-cooperative jurisdictions for tax purposes⁽²⁾.

Good relations with public authorities

La Poste Groupe develops enduring, transparent and professional relationships of trust with tax authorities. It maintains constructive dialogue with government bodies, through its active participation in public consultations organised by the French State.

In 2024, the group joined the tax partnership scheme set up by the French tax authorities, and was not party to any tax-related disputes.

1.3.5 Bilateral credit facility and syndicated loan

Two credit facilities have been signed with our banking institutions - a bilateral facility with La Banque Postale signed in 2023 and a syndicated loan in 2024⁽³⁾. These credit facilities have strengthened the group's financing capacities by indexing part of its credit access rate to its ability to reduce its GHG emissions.

Specific commitments have been made with the group banks on different scopes for each of these two facilities: La Poste SA for the bilateral facility, and within the group's scope of SBTi categories for the syndicated loan.

Commitments	Scope	2024 results
Bilateral facility	La Poste SA	-11%
Syndicated credit facility	Group ^(a)	2.64 MtCO ₂ eq.

(a) SBTi categories for Scopes 1 and 2 and categories 3.3, 3.4 and 3.7 for Scope 3.

(1) Government order ECOE2404539A of 16 February 2024 - Anguilla, Seychelles, Bahamas, Turks and Caicos Islands, Vanuatu, Antigua and Barbuda, Belize, Fiji, Guam, the US Virgin Islands, Palau, Panama, Russia, Samoa, American Samoa and Trinidad and Tobago.

(2) Council of the European Union on 8 October 2024 - American Samoa, Anguilla, Fiji, Guam, Palau, Panama, Samoa, Russia, Trinidad and Tobago, the US Virgin Islands and Vanuatu.

(3) See Section 1.1.2.1 "Climate change | E1", paragraph "Adapt".



Graphic design by PricewaterhouseCoopers Advisory
Contact : fr_content_and_design@pwc.com

Photo credits: Eric Huynh/La Poste



Société anonyme (French public limited company)
with share capital of €5,857,785,892 - 356 000 000 RCS Paris

Registered office:
9 RUE DU COLONEL-PIERRE-AVIA 75015 PARIS

SOCIETAL COMMITMENT DEPARTMENT

9 rue du Colonel Pierre Avia - 75757 Paris Cedex 15, France

Tel: +33 (0)1 55 44 00 00

www.lapostegroupe.com

