TAKING ACTION WITH AND FOR EMPLOYEES



Being a responsible employer is a key priority for La Poste Groupe in all of its businesses. Because it's embedded in its corporate culture and values. Because it's imperative for successfully transforming the group. And because it fosters the engagement of its 226,800 employees.





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A new structure for social dialogue

Following the employee representative elections held in October 2024, La Poste set up its first Social and Economic Committees (SECs) on 25 October. Valérie Decaux, La Poste Groupe's Executive Vice President, Head of Human Resources, explains this major change in the way social dialogue is structured within the organisation.



VALÉRIE DECAUX
La Poste Groupe Executive Vice President, Head of Human Resources

How did La Poste prepare for setting up the SECs?

We spent more than two years working on this project, bringing on board everyone concerned right from the outset. We organised numerous talks with the trade unions, including some on topics where talks were not mandatory by law, such as the exercise of trade union rights. This was a deliberate choice on our part, clearly signalling our commitment to social dialogue. Thanks to these talks, we were able to sign the ten majority agreements with the trade unions that were essential for creating the SECs.

How will social dialogue be enhanced with the SECs?

The SECs cover all matters relating to the general running of the group's business, as well as its strategic goals and HR policy. For example, there is open dialogue with the members of the central SEC about financial results so that employees can have a better understanding of the transformational changes taking place at La Poste.

What are the benefits for postal workers?

At La Poste, we've gone above and beyond our regulatory obligations by placing particular importance on social dialogue at the local level. We've increased the number of local employee representatives, with more committees to reflect the size of our organisation. The topics covered at local level are therefore more diverse, as they include employment, training, gender equality, equal opportunities, diversity and disability, as well as social and cultural activities, housing and the environment. This new social dialogue structure will enable us to more effectively take into account postal workers' expectations and the realities of their work.



THE SECs – NEW EMPLOYEE REPRESENTATIVE BODIES

Social and Economic Committees (SECs), which are mandatory in France for companies with over eleven employees, were set up within La Poste SA in 2024 following a two-year negotiation process. Already in place in subsidiaries such as La Banque Postale, CNP Assurances, Chronopost and DPD France, the SECs supersede the former Health, Safety and Working Conditions Committees and Technical Committees as well as the French works councils (Cogas). 32 entity-level SECs and one central SEC were set up following the employee representative elections held in October 2024, which saw a high participation rate with over 106,000 voters taking part, i.e., almost 65% of postal workers. On an everyday basis, it is the local representatives appointed by the members of the SEC who organise social dialogue. Another change is that it is now the SECs that manage social and cultural activities for employees. Employer-employee agreements are negotiated and signed with union delegates appointed by the representative trade unions that obtained at least 10% of the votes in the first round of employee representative elections.

3 LEVELS OF SOCIAL DIALOGUE

1 CENTRAL SEC
14 commissions, including the Occupational Health and Safety Commission

32 ENTITY-LEVEL SECs
7 commissions, including the Occupational Health and Safety Commission

LOCAL EMPLOYEE REPRESENTATIVES
over 1,500 local employee representatives

EMPLOYEE REPRESENTATIVE ELECTION RESULTS

Following the employee representative elections, the proportions of the national trade unions represented within the SECs are as follows:

CFDT: 26.07%
CGT: 23.67%
FO: 21.71%
SUD: 18.46%
CFE-CGC: 10.10%

Building trust and confidence

Trust and confidence are not only central to the relations between La Poste Groupe and its customers, they are also a vital element of relations with its employees. Self-confidence and trust in their employers and colleagues are vital for employees' engagement and fulfilment, and for creating collective energy throughout the organisation. La Poste Groupe is able to foster this trust and confidence by being a group that cares about its employees, develops their skills and is committed to everyone.

Well-being at work: a continuous improvement approach

La Poste has put in place dedicated systems to gain a deeper understanding of the needs and expectations of each and every one of its employees. In 2024, over 10,000 postal workers were supported by La Poste's housing department, with solutions such as temporary accommodation, renting a property owned by the group, help-to-buy schemes or supported housing. During the year, La Poste and the trade unions also signed a new unanimous agreement to support the more than 5,000 postal workers who are also family carers. As the leading employer of carers in France, La Poste received a gold trophy at the Victoires du Capital Humain awards for its policy of caring for carers.

Another example of La Poste's measures to enhance employees' quality of work life is the Services-Mail-Parcels business line's ongoing work on the "Échangeons" (Let's talk) programme throughout 2024, which is based on a feedback system for postal workers with four priorities: teams' day-to-day working life, listening carefully to employees' concerns, improving equipment and the working environment, and developing career paths.

Diversity and inclusion – further progress

In 2024, more than 900 postal workers with disabilities tested new products and services designed either for customers or employees, to make sure they were easily accessible for everyone. This innovative initiative clearly reflects the core values of La Poste, which is the leading employer of disabled people in France, who made up 9.76% of its payroll in 2024. La Poste Groupe is also strongly committed to gender equality and diversity. 51.5% of La Poste's employees are women, and women account for almost 40% of the Company's executives. In 2024, France's leading certification body, Afnor, renewed the Diversity label awarded to the Services-Mail-Parcels business line, which certifies that its recruitment, onboarding and career development processes are non-discriminatory. In addition, Geopost was included for the first time in the Financial Times-Statista 2025 Diversity Leaders ranking, made up of the 850 companies in Europe with the best ratings for their diversity and inclusion policies. Lastly, La Poste, La Banque Postale and CNP Assurances have all signed the LGBT+ Charter issued by the non-profit, L'Autre Cercle, confirming their long-standing commitment to fostering an inclusive working environment for LGBT+ people.

KEY FIGURES

0%
gender pay gap (scope: La Poste SA employees).

600
"Kindness Ambassadors" trained to help foster happy working relations and spot any psychological risks, with a target of having 1,000 of these ambassadors by 2025.





"I was living in Évry-Courcouronnes in the southern suburbs of Paris when I got the job I was looking for, but it was in Sarcelles, to the north of the city. I wasn't eligible for social housing, so I contacted La Poste's housing department to try to find accommodation closer to my new job where I could live with my husband and our four children. I quickly managed to find a 4-bedroom apartment in Saint-Denis, not far from Sarcelles, that was within our budget and, above all, close to shops, schools and public transport. I was given really good support, from the start of putting together the application right the way through to the move, which, after a review of my situation, was paid for by La Poste. And all this was done in less than four months!"

BETTY
Customer service manager at the Sarcelles post office

"Since I have a sight impairment with no central vision in one eye, my working conditions are specially adapted, with a double screen and bright lighting. For the past two years, I've been one of a group of disabled postal workers testing the group's products and services to make them accessible to people with disabilities. For example, I reviewed a voice payment card designed specially for the visually impaired, which is being trialled by La Banque Postale. I really like the idea of being able to make life easier for customers or customer service managers and it makes me feel useful."

BRUNO
Sales area manager in two post offices in Paris

Empowering everyone

Empowering postal workers means giving them continuous training so they can develop useful and rewarding skills. It's about helping them switch jobs whenever they want to throughout their career, for the benefit of themselves, the group and its customers. And it means making sure they feel they have something to contribute to La Poste Groupe's continuing transformation, whatever their age or experience.

Skills development and training throughout employees' careers

Since 2021, La Poste has provided support to employees who are looking to change jobs, through "signposted pathways" for moving between business lines and "pioneer paths" with external certification for those seeking to change career. By 2024, more than 3,000 postal workers had received certification under these two programmes. For example, 38 employees have followed one of the "signposted pathways" to become data analysts, leading to new career opportunities in this profession of the future. The first cohort of students graduated from La Poste's Data and AI school in 2024, with 17 postal workers awarded a recognised professional diploma equivalent to four years of higher education.

Postal workers also have access to a wide range of training courses on topics related to the group's CSR commitments. In 2024, for instance, 6,362 employees took part in Climate Fresk workshops. These workshops are designed to raise wide-scale awareness of climate issues, and a total of 23,576 of the group's employees have now taken part in them since they were first launched in 2022. In addition, 70,841 "CSR Essentials for Everyone" training modules were followed in 2024.

Attracting and including all types of talent

"At La Poste, the world of tomorrow is here today. Let's build our future together". La Poste Groupe's new employer pledge, unveiled in 2024, reflects the group's determination to drive forward the major transitions of the future, as well as its commitment to upskilling its employees and creating career opportunities for everyone. La Poste also increased its programmes for young people in 2024, taking on 3,900 work-study students, including 2,000 in the Services-Mail-Parcels business line in logistics, delivery and distribution. As promised, it also took on 100 high-school level interns. During the year, La Poste, La Banque Postale and its subsidiary, La Banque Postale Consumer Finance, were awarded certification by the Top Employer Institute, an independent body that certifies excellence in HR practices. And La Poste Immobilier received Great Place to Work certification in its first assessment for this recognition.

KEY FIGURES

24,051
under-30s taken on as interns, work-study students or new hires in 2024.

93.45%
of postal workers attended at least one training course during the year (scope: La Poste SA).



"After my initial experience as a customer service manager in a post office in Paris, I wanted to move on. Computing has always been a passion of mine, and at 26 I decided to embark on a "pioneer path" offered by the group to become a designer/developer. It's an intense experience that requires a lot of personal investment. But thanks to really great support and guidance I was able to follow a training course that combined theory with practice. At the end, I received a certification and joined the IT teams in Nantes as a designer/developer. The "pioneer path" is a real key to opening up new career prospects!"

KRISTINA
Designer/developer in Nantes



"After working as a postal carrier for nearly ten years in the Vosges region, I heard about the Recognition of Professional Potential (RPP) scheme, which lets you move higher up the career ladder, both in and outside your particular field of work. I registered as an independent candidate and was awarded the RPP certificate on my second attempt, in 2019. That's how I came to be appointed Head of Operations and Customer Service in Reims, then Interim Site Manager – also in Reims – before becoming manager of the Charleville-Mézières site, and then the Troyes site in 2024. It just goes to show that anything is possible in our company. As a manager I'll always give the people in my team the opportunity to upskill, because if no-one had helped or believed in me I wouldn't be where I am today."

FLORIAN
Site manager in Troyes

Using AI as a lever for transformation

Artificial intelligence (AI), which is already a central component of many of La Poste Groupe's customer services and processes, also offers tremendous potential for its employees. To leverage this potential, La Poste's experts are developing tools and services aimed at integrating AI into its employees' working practices and making their daily lives easier.

Putting AI to the service of customers and employees

From address recognition on sorting machines and chatbots on digital platforms through to fraud detection in the banking business, AI is already playing a key role within the group, for the benefit of customers and employees alike. It is being used to enhance the customer experience and facilitate the daily work of postal workers, with the overriding objective of developing ethical AI that creates value and takes into account social and environmental factors. This is reflected in the group's new Data & AI Ethics Charter, which provides guidance for decisions on the design, processes and offerings of AI-enabled services. La Poste Groupe is continuing to develop its own generative AI model – "La Poste GPT" – which is currently being trialled. And it is pursuing its ambitious acculturation and training programme. More than 70,000 postal workers have followed the "AI Objectives" e-learning course offered by the La Poste Groupe Institute in partnership with the Institut Montaigne, OpenClassrooms and the Fondation Abeona. This course, which is open to everyone, provides an introduction to artificial intelligence through 16 modules lasting a total of four hours.

KEY FIGURES

More than

70,000

postal workers have followed the "AI Objectives" e-learning course.



"Using generative AI has totally transformed my daily work. It's made me much more efficient in different areas, ranging from solving programming problems to putting together presentations. AI allows me to experiment quickly, iterate faster and generate innovative ideas, without ever replacing the human touch. It has become a precious ally that enriches my work, helping me to innovate and support my colleagues more effectively."

MOHAMMED
AI coordinator, Information Systems Department, La Banque Postale, Gradignan



"When I'm at the general sorting office, I now have a smartphone with the MobilIA app, which helps me sort mail manually. You scan the letter, and the app gives you the street name and number and which part of the street the address is located in, so we can make sure the letter gets put in the right delivery round. It's super-fast, it's a safety net for us, and it helps with the handling process... Basically, MobilIA is a revolution for us postal carriers. And it's great to be able to say to others: "It's easy, look how it works!" We help each other a lot within the team."

CORINNE
Production supervisor at the Mail industrial platform in Cestas

"AI FOR COM" – PREPARING COMMUNICATIONS STAFF FOR THE FUTURE

In 2024, La Poste Groupe's Communications Department launched "AI FOR COM", an ambitious programme aimed at integrating generative AI into the daily work of the group's communications staff. The launch was accompanied by awareness-raising initiatives and training sessions which will be gradually added to the programme. 300 of the group's communications staff also took part in trials of Microsoft's AI Copilot solution, and half of them will be equipped with "La Poste GPT" in 2025.



"The daily work of people in communications professions is being directly affected by generative AI, whether for writing, reviewing or graphic design, and we've decided to adopt a proactive approach to the major changes this technology brings with it. We're helping all of the group's communications staff to navigate their way through this transformation thanks to our "AI FOR COM" programme. The programme includes regular AI acculturation sessions and awareness-raising sessions on the challenges of AI. We've also set up a specific training programme and are testing various generative AI tools. Our aim is to gradually integrate AI into all of our businesses by becoming the drivers of this change and addressing it in a calm and pragmatic way."

MARIE-AUDE DUBANCHET
Executive Vice President of La Poste Groupe, in charge of communications

Values embodied in day-to-day performance

La Poste's six values are at the heart of its identity, its commitments and its actions. In a changing environment, they guide its strategic choices.

VALUES EMBODIED THROUGHOUT THE GROUP'S HISTORY

1791
Decree on the privacy and confidentiality of letters

1830-1864
A rural collection and delivery service is set up, every other day then every day, in both the countryside and the city

1881
La Poste is authorised to collect individual savings

1914
Issue of the first stamp in aid of the Red Cross

1990
The law entrusts new public company La Poste with four public service missions (universal postal service, accessible banking, press transport and delivery, contribution to regional development)

2016
Digital data protection is included in the postal workers' oath

2021
La Poste becomes a mission-led company



"Ethics are at the heart of our culture and values. Ethical conduct is crucial for the development of our local and digital trust services. According to our ethics survey, ethical conduct is increasingly being viewed by employees as imperative in their everyday work. 77% of them say they are aware of ethical issues, a figure that has risen by 6 points in the space of a year thanks to a large-scale ethics training programme. Many more employees also now know who their entity's ethics officer is, with the awareness level up 13 points since 2023."

PHILIPPE BAJOU
Executive Vice President, General Secretary of La Poste Groupe

LA POSTE'S VALUES

OPENNESS
Taking a fresh look at the company, remaining attuned to its stakeholders to understand how they are changing and offering them solutions that are constantly adapted to their needs.

CONSIDERATION
Treating customers and staff with the care and respect they expect.

FAIRNESS
Adapting to all kinds of situations and requests, and responding with the same level of attention and efficiency.

PROXIMITY
Being available for all customers in every place and on every site and adapting to specific local conditions.

ACCESSIBILITY
Offering postal services in the right place at the right time for customers, by adapting distribution models for all the group's products to new user behaviours. Facilitating access to our services for people with reduced mobility or those in need.

PERSONALISED SERVICE
Putting the customer first, through a relationship based on listening and professionalism.



A NEW DATA & AI ETHICS CHARTER

In 2024, the Group adopted a new Data & AI Ethics Charter, which defines the framework necessary for the development of AI systems, with a view to developing trusted services and making digital technology more inclusive and honed to users' needs. The charter and its requirements are applicable to all of the group's businesses and guide its decision making.

Under the terms of the charter, AI projects have to be pre-filtered based on four criteria: the purposes of the algorithm, the applicable data laws and regulations, the technical risk factors and the type of potential beneficiaries of the project. On this basis, the teams are then helped by two "AI trust officers" to carry out a self-assessment of their project.

Stable and open governance

La Poste Groupe is governed by a Board of Directors, a Mission Committee, Executive Management and its Executive Committee. Working together, these bodies support the development of the group and its business lines in accordance with its commitments.

BOARD OF DIRECTORS

24
members

Chaired by Philippe Wahl, the group's Chairman and Chief Executive Officer, it defines the general policy and direction of the group's activities.

8 common members provide a link between the Board of Directors and the Mission Committee

MISSION COMMITTEE

17
members

Chaired by Natalie Rastoin, chair of Polytane, it monitors the achievement of La Poste's commitments as a mission-led company.

9
qualified external experts bring open and diverse points of view to the table.

EXECUTIVE MANAGEMENT

The Chairman of the Board of Directors also acts as Chief Executive Officer, and as such is responsible for implementing the strategy decided by the Board of Directors.

EXECUTIVE COMMITTEE

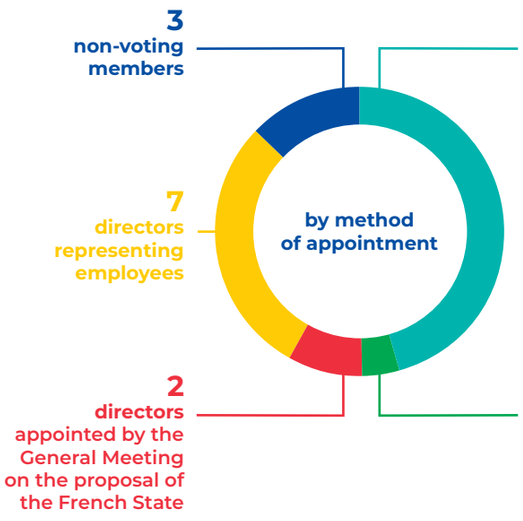
10
members

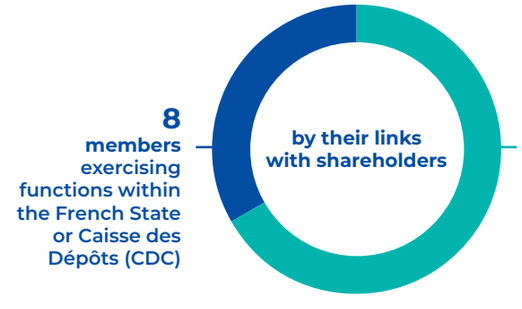
A forum for strategic discussion and consultation on all cross-cutting challenges facing the group.

BOARD OF DIRECTORS

The Board of Directors defines the group's strategic priorities, approves the issue of the annual and interim financial statements, authorises acquisitions and disposals and major investment programmes, and sets the terms of employee profit-sharing. It ensures that the group is resilient regardless of the economic environment and that it remains relevant on a daily basis.

Diverse profiles for a wide variety of perspectives
The directors' diverse profiles, experience and skills are key to meeting the challenges of society's major transitions and in implementing the group's ambitious projects, as set out in its purpose and strategic plan.





21
directors

7
meetings

3
strategic seminars

6 years
average length of service

54%
women(1)

92%
attendance rate

(1) Ratio under the Copé-Zimmermann law.

Scan the QR code to find out more about the membership of the Board of Directors.

Robust strategic expertise
The Board of Directors' 21 members completed a self-assessment of the Board's strategic areas of expertise.

BUSINESS SECTOR EXPERTISE

- 7 — Retail/Distribution
- 7 — Logistics/Transport
- 13 — Banking/Finance/Insurance
- 10 — Technology/Digital

FUNCTIONAL EXPERTISE ON KEY ESG RISKS AND OPPORTUNITIES

- 10 — ESG/Environment
- 13 — ESG/Social
- 16 — ESG/Society and public interest
- 11 — ESG/Compliance, Ethics and Governance

FIVE BOARD COMMITTEES

The Board of Directors relies on five specialist committees in carrying out its duties.

Strategy and Investment Committee
Chairwoman: Françoise Malrieu (CDC)
9 members
6 meetings
89% attendance rate

Audit Committee
Chairwoman: Guillemette Kreis (French State)
5 members
10 meetings
94% attendance rate

Appointments, Compensation and Governance Committee
Chairman: Philippe Lemoine (CDC)
4 members
3 meetings
83% attendance rate

Quality and Sustainable Development Committee
Chairwoman: Marie-Pierre de Bailliencourt (CDC)
7 members
3 meetings
94% attendance rate

Public Service Missions Committee
Chairman: Franck Gervais (French State)
7 members
4 meetings
94% attendance rate

EXECUTIVE COMMITTEE

The Executive Committee is the body for discussing strategy and consulting on all cross-functional group issues. Its members review major prospective decisions and the group's operating results against its objectives.

The Committee's membership reflects the breadth of a multi-business group that is able to transform itself by developing new, useful and well-executed activities that respond to sustainability challenges.



PHILIPPE WAHL
Chairman and Chief Executive Officer of La Poste Groupe



PHILIPPE BAJOU
Executive Vice President, General Secretary of La Poste Groupe, Chairman of La Poste Immobilier



STÉPHANIE BERLIOZ
Executive Vice President, in charge of Finance



NATHALIE COLLIN
Executive Vice President, in charge of the Retail Customers & Digital Services business line



VALÉRIE DECAUX
Executive Vice President, Head of Human Resources



STÉPHANE DEDEYAN
Executive Vice President, Chairman of the Executive Board of La Banque Postale



YVES DELMAS
Executive Vice President, Chief Executive Officer of Geopost



PHILIPPE DORGE
Executive Vice President, in charge of the Services-Mail-Parcels business line



MARIE-AUDE DUBANCHET
Executive Vice President, in charge of Communications



NICOLAS ROUTIER
Executive Vice President, in charge of Public Service and Regulatory Affairs

10 members

40% women