



# TAKING ACTION FOR SUCCESSFUL TRANSFORMATION

*“La Poste, a group that cares about its employees,  
develops their skills and is committed to people-oriented  
innovation and performance”*

*HR policies to help us succeed together*

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## EDITORIAL

La Poste operates in an environment undergoing radical transformation. In this fast-moving context, marked by unprecedented shifts in certain economic indicators, it is essential to know where we are headed.

All successful and sustainable forward-looking transformations are rooted in people – which means the HR function has a major role to play. To help bring transformation projects to fruition, human resources policies must be proactive while ensuring that the fundamentals are upheld. Our task is facilitated by our strong social dialogue and the ongoing commitment of the trade unions to drive forward our HR policies, which is vital for building broad-based performance that benefits all our stakeholders while safeguarding the company's long-term future.

In collaboration with the human resources departments of the various business lines, we have updated the group's HR policies to ease future transitions and ensure that each and every employee is equipped to embrace their role to the fullest extent.

Postal workers, managers, HR managers and external stakeholders, this document sets out why we do what we do, highlighting the underlying values that unite us and help us to succeed together.

**VALÉRIE DECAUX**

**Executive Vice President  
La Poste Groupe Head of Human Resources**



## "A RESPONSIBLE HR POLICY TO SUPPORT THE GROUP'S DEVELOPMENT"

### BACKGROUND

The group upholds its primary responsibility to protect, respect and promote human rights in all its activities.

In the face of unprecedented changes to its environment, the group is implementing an ambitious and meaningful human resources policy designed to promote each postal worker's professional development. The policy aims to provide a clear frame of reference and tools for successfully managing the **rapid transformation of the group's historical business lines and the development of new activities.**

The **"La Poste 2030, committed for you"** strategic plan is preparing the group to support customers through major transitions – digital, ecological, regional and demographic. Meanwhile, La Poste's status as a mission-led company, adopted in June 2021, has strengthened its positive impact on society. All of the challenges set out above are supported by human resources policies that demonstrate the group's commitment to its employees.

**Over 232,000 postal workers work on a daily basis to serve customers in France and internationally.** To support these workers through this transformation, and to strengthen their sense of pride and commitment, a collective agreement entitled "La Poste, committed with employees" was signed with the representative trade unions on 4 May 2021. It is a major step in the group's commitment to society.

### AMBITION AND VALUES

***"Our ambition for 2030 is to build cohesion.***

***La Poste is a group that cares about its employees, develops their skills and is committed to people-oriented innovation and performance"***

*La Poste Groupe's human resources policy is rooted in its core values of openness, consideration, fairness, accessibility, proximity and service, and is in line with its overriding aim of making a positive impact on society.*

*As a socially responsible company that respects human rights, La Poste has always been committed to improving well-being at work and developing skills and career paths.*

# HR POLICY

La Poste's core values are:

- **DIVERSITY (INCLUDING SOCIAL DIVERSITY) AND INCLUSION** reflecting its commitment to social responsibility
- **GENDER EQUALITY** and combating all forms of discrimination
- **SUPPORTING AND LISTENING TO EMPLOYEES** to help them progress throughout their careers
- **INTEGRATING YOUNG PEOPLE INTO THE WORKPLACE AND RETAINING OLDER EMPLOYEES**

**The labour-management agreement** embodies these values and the principle of well-being at work that enable La Poste to reconcile **quality of service for customers with performance, engagement and pride for postal workers.**

To provide the closest possible support to postal workers, the human resources and management teams are committed to embodying La Poste's values on a daily basis.

## POLICY AND ACTIONS

- La Poste Groupe's **aim of positively impacting its people** is underpinned by its core **values and human resources policy.**
- La Poste Groupe has adopted a **human rights policy** that reflects its commitment to protecting, respecting and promoting human rights in all its activities, throughout its value chain, in France and internationally.
- The **human resources policy** is an extension of the group's human rights policy. It covers **five areas**:
  - 1** Improving **WELL-BEING AT WORK AND PROTECTING OCCUPATIONAL HEALTH AND SAFETY** for postal workers. This is a driver for both La Poste's overall performance and employee engagement.
  - 2** Anchoring the **RESPONSIBLE EMPLOYER** policy at the heart of its actions. Social and societal responsibility are key considerations in all of the group's actions and are at the heart of the human resources policy, in line with La Poste's purpose.
  - 3** Developing the **EMPLOYABILITY OF POSTAL WORKERS**, prioritising internal mobility. La Poste supports postal workers as they transition to new roles and offers innovative career paths, such as "pioneer paths" and "signposted pathways" – certified training programmes recognised in the job market.
  - 4** Implementing a fair, high-quality **COMPENSATION POLICY** that reflects individual and collective performance and each person's level of responsibility. We provide high-quality health and death/disability coverage and a range of benefits in kind tailored to the needs of postal workers.
  - 5** Promoting **ongoing and 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.

## KEY FIGURES

- **226,831** postal workers
- **77.1%** of postal workers are employed in France and **22.9%** are employed abroad. **51.5%** of the workforce are women and the gender equality index is **94/100**.
- **8,890** permanent hires in 2024 for LPSA and nearly 20,000 across the Group in Europe. La Poste is a leading recruiter.
- La Poste is a leading recruiter. It employs **more than 4,000** work-study students every year.
- **14,000** employees have disabilities.
- **More than 10%** of postal workers benefit from career progression each year.
- **More than 3,000** postal workers are on innovative career paths.
- **100%** of group employees in France are covered by employee agreements.

# HUMAN RIGHTS POLICY

## AN AMBITIOUS POLICY

*La Poste 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 its social responsibility.*

The United Nations defines human rights as: "rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status.

Human rights include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work and education, and many more. Everyone is entitled to these rights, without discrimination."

These rights are recognised and described in a number of international conventions and commitments, including:

- the **Universal Declaration of Human Rights**;
- the **UN Guiding Principles** on Business and Human Rights;
- the Declaration and **fundamental conventions of the International Labour Organization (ILO)**<sup>1</sup>;
- the **OECD Guidelines** for Multinational Enterprises;
- the principles of the **United Nations Global Compact**.

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

These standards form the **basis** of the group's commitment to being **exemplary** in protecting, respecting and promoting human rights in all its activities.

Human rights form an integral part of La Poste's **ambitious policy** as an **employer, contractor and service provider**. Promoted by the Executive Committee and the management bodies of the group and its subsidiaries, this policy contributes to the implementation of the group's duty of care<sup>2</sup>. It is complemented by the group's commitments in the fields of occupational health and safety<sup>3</sup>, the environment<sup>4</sup> and personal data protection<sup>5</sup>.

1 Conventions 87 and 98 on freedom of association and the right to collective bargaining; Conventions 29 and 105 on the prohibition of forced labour; Conventions 138 and 182 on the abolition of child labour; Conventions 100 and 111 on non-discrimination. La Poste also refers to Convention 190 on violence and harassment.

2 Actions relating to the duty of care are detailed in the appendix to the Universal Registration Document, which is available at [www.lapostegroupe.com/en](http://www.lapostegroupe.com/en).

3 La Poste's well-being at work and occupational health and safety policy is available at [www.groupe.laposte.com/en](http://www.groupe.laposte.com/en).

4 La Poste Groupe's commitments to the environment and regional social inclusion are detailed in the Universal Registration Document and in the group's social commitment policy, both of which are available at [www.groupe.laposte.com/en](http://www.groupe.laposte.com/en).

5 La Poste Groupe's personal data protection policy, which incorporates compliance with the General Data Protection Regulation (GDPR), is described in its Data charter, which is available at [www.lapostegroupe.com/en](http://www.lapostegroupe.com/en).

# HUMAN RIGHTS POLICY

## LA POSTE GROUPE'S COMMITMENTS

**La Poste Groupe** is committed to:

- preventing all forms of harm to **human rights** and ensuring that it is not a party to human rights violations;
- prohibiting all forms of psychological or physical **abuse** and, more generally, any form of inhuman, cruel or degrading treatment;
- prohibiting all forms of **forced or compulsory labour, child labour**, and human trafficking<sup>6</sup>;
- prohibiting all forms of **discrimination**<sup>7</sup>, 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;
- defending **freedom of association** and the **right to collective bargaining**;
- defending the right to an **adequate wage**;
- prohibiting any form of invasion of **privacy**.

La Poste Groupe is **committed to rigorous compliance with the obligations** of the General Data Protection Regulation (GDPR). The group **refrains from** setting up **any system likely to infringe on the privacy** of its staff, service providers or subcontractors.

*La Poste guarantees the confidentiality of items of correspondence and the integrity of their contents. Postal workers swear an oath to "scrupulously respect the integrity, confidentiality and privacy of correspondence, including electronic correspondence".*

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, **La Poste Groupe seeks the best possible solutions** to achieve this protection for its own employees and those of its subcontractors.

<sup>6</sup> As defined by the ILO.

<sup>7</sup> As defined in Article 225-1 of the French Criminal Code (*Code pénal*).

# HUMAN RIGHTS POLICY

## BEING AN EXEMPLARY EMPLOYER

*As an exemplary employer, La Poste Groupe promotes human rights in its policies, human resources management processes and social dialogue. In doing so, it seeks to extend and amplify its international commitments.*

Committed to quality employment conditions, fighting discrimination and preventing all forms of violence in the workplace, it implements **proactive measures** in favour of:

- **gender equality** and **combating sexism**;
- preventing and dealing with moral or sexual **harassment**;
- supporting **victims of domestic violence**;
- inclusion across the business lines of **people with disabilities**;
- **respecting diversity** and **inclusion** and combating **prejudice** and stereotypes;

La Poste and its French subsidiaries regularly sign **employee agreements** promoting human rights with representative trade unions<sup>8</sup>.

La Poste SA, La Banque Postale, CNP Assurances, Geopost, Mediaposte and Dicaposte have drawn up codes and regulations setting out their commitments in terms of respect for diversity, inclusion and combating discrimination.

- La Poste Groupe is a **signatory of the Diversity Charter**.
- The Services-Mail-Parcels business line has been awarded a **Diversity label**.
- La Poste SA upholds the principle of non-discrimination and sets it out in its internal rules.
- La Banque Postale has drawn up a manifesto on equal opportunities, diversity and inclusion.
- Geopost has incorporated the principles of diversity, inclusion and non-discrimination into its code of conduct.

Regular **communication campaigns** are organised to promote these principles among employees.

La Poste Groupe's **international activities** are mainly carried out by **Geopost** subsidiaries, in almost 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. They are **especially attentive** to **people who are likely to be the most at risk** of human rights violations, in particular women, children, disabled workers, national, ethnic, religious or linguistic minorities and migrant workers.

*In 2017, Geopost signed a collective bargaining agreement with UNI Global Union, and it has also signed local agreements, reaffirming its commitment to supporting fundamental human rights and freedom of association throughout its value chain.*

*In the countries in which they operate, Geopost subsidiaries implement this commitment through local initiatives aimed at preventing and managing human rights risks.*

<sup>8</sup> Measures relating to subjects such as compensation, working hours, holidays, social security coverage, gender equality in the workplace and disability inclusion, are regularly the subject of employee agreements at La Poste SA.

# HUMAN RIGHTS POLICY

## BEING A RESPONSIBLE AND ETHICAL PURCHASER AND BUSINESS PARTNER

*Respect for human rights is a responsibility that La Poste Groupe applies to its suppliers, service providers and subcontractors with whom it has an established commercial relationship, and to the employees of these companies.*

La Poste Groupe acts as a responsible and ethical purchaser, working with its partners to **achieve progress together**.

It chooses its suppliers, service providers and subcontractors with a view to giving priority, wherever possible, to **players who share all its values**.

It ensures that it does not exert any pressure on them that could lead them to violate human rights and fundamental freedoms. These principles are incorporated into contractual arrangements.

La Poste Groupe's **responsible purchasing policy** demonstrates the group's commitment to acting as a responsible purchaser.

To ensure the operational implementation of these commitments, La Poste Groupe's **Responsible and Ethical Purchasing Charter**<sup>9</sup> sets out the **reciprocal human rights commitments** between the group and its contracted suppliers at every stage of the contractual relationship and service delivery, both in France and abroad, including services provided at postal sites.

**Reciprocal commitments** for the group and its suppliers to:

- **respect, promote and implement 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;
- **comply with legislation** on working hours, compensation, training, trade union rights and freedom of association, and the fight against illegal or undeclared work;
- **respect the rights** of indigenous and tribal peoples and communities;
- **not practice any form of discrimination** and to promote equal professional treatment;
- ensure that services and products are provided or manufactured in **conditions that respect the fundamental rights** of individuals and communities, and are safe for end users;
- **take appropriate measures, in consultation with the relevant company**, if a situation contrary to respect for human rights occurs on a postal site against a member of staff or an external company employee.

<sup>9</sup> La Poste Groupe's responsible purchasing policy and Responsible and Ethical Purchasing Charter are available at <https://www.lapostegroupe.com/en>. The charter also includes other commitments, particularly in the field of occupational health and safety.

# HUMAN RIGHTS POLICY

*Group companies can draw up responsible purchasing charters tailored to the specific features of their field of activity or the regions in which they operate. These charters specify the companies' requirements in terms of the protection of human rights.*

*Examples include La Banque Postale and Geopost, whose charter is currently being incorporated into the contractual arrangements of its subsidiaries.*

La Poste Groupe may also **verify the proper implementation of these commitments** through operational controls or audits.

- 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**.

La Poste Groupe incorporates respect for human rights into the analysis and evaluation of its **partnerships** and **mergers and acquisitions**.

# HUMAN RIGHTS POLICY

## SUPPORTING RESPECT FOR HUMAN RIGHTS THROUGH ITS BANCASSURANCE ACTIVITIES

*La Banque Postale and its subsidiaries integrate human rights issues into their business policies<sup>10</sup>.*

In terms of **investment and financing**, La Banque Postale has adopted a **Responsible Financing and Investment Charter** as well as **strict exclusion policies** covering certain countries, companies and organisations. These apply in the event of serious and/or repeated violations of the United Nations Global Compact principles, international codes of conduct or conventions, or a failure to respect trade union freedoms or fundamental human rights of employees, subcontractors and suppliers.

In its **asset management activities**, La Banque Postale Asset Management promotes human rights and gender equality.

*For its socially responsible investment (SRI) funds, La Banque Postale<sup>11</sup> selects companies that are committed to human rights and gender equality.*

*It excludes all issuers suspected of serious and/or repeated violations of the United Nations Global Compact principles.*

*The LBPAM SRI Human Rights solidarity-based savings fund excludes companies involved in activities considered harmful to human rights and those facing serious controversy over human rights, workers' rights or corruptions from its investments.*

*Each year, the fund distributes 50% of its shares' revenue or management fees to the International Federation for Human Rights (FIDH).*

Its proprietary **non-financial analysis** method, GREaT, is based on environmental, social and governance (ESG) criteria.

As part of its **responsible investment strategy**, CNP Assurances conducts its operations within its various asset classes in line with the Principles for Sustainable Insurance and the Principles for Responsible Investment<sup>12</sup>, to which it is a signatory.

<sup>10</sup> La Banque Postale is a signatory to the Principles for Responsible Banking, the Principles for Responsible Investment, the Principles for Sustainable Insurance and the Equator Principles.

<sup>11</sup> Via its subsidiary LBP Asset Management.

<sup>12</sup> These principles aim to promote the consideration of environmental, social and governance (ESG) issues in insurance and investment decisions and activities (<https://www.unepfi.org> and <https://www.unpri.org>).

# HUMAN RIGHTS POLICY

## CONTINUOUS IMPROVEMENT IN THE RESPECT AND PROMOTION OF HUMAN RIGHTS

*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.*

**Risk mapping** informs the group's **Duty of Care Plan** and risk prevention systems<sup>13</sup>. **The Duty of Care Steering Committee oversees** these processes at group level.

Employees are made aware of the group's human rights commitments through internal **communication campaigns** and **training**.

*Employees have access to a dedicated whistleblowing system<sup>14</sup> enabling them to report any violations of human rights and fundamental freedoms observed in the course of their duties.*

*A similar whistleblowing system has been set up for employees of the group's suppliers and subcontractors.*

La Poste Groupe **works with several non-governmental organisations and non-profits to discuss and share best practices**<sup>15</sup> on issues related to human rights in the workplace.

**In the event of a human rights violation**, the group takes immediate **corrective action**. **Disciplinary measures** may be taken against employees, and **sanctions** may be imposed on business partners.

<sup>13</sup> The Duty of Care Plan is presented in La Poste Groupe's Universal Registration Document, available at [www.groupe.laposte.com/en](http://www.groupe.laposte.com/en).

<sup>14</sup> Accessible at <https://www.alerte-ethique.laposte.fr/?lang=en>

<sup>15</sup> Concerns La Poste SA and/or some of its subsidiaries:

- Human rights: Entreprises pour les Droits de l'Homme (EDH)
- Combating discrimination and promoting inclusion: Association Française des Managers de la Diversité (AFMD), Fondation Agir Contre l'Exclusion (FACE), Entreprises pour la Cité, Réseau des Ecoles de la 2ème Chance, Fondation femmes@numérique, Club Landoy, l'Autre Cercle, Pas@pas, Stop Illettrisme, etc.
- Combating domestic violence: One In Three Women and the Fédération Nationale des Centres d'Information sur les Droits des Femmes et des Familles (FNCIDFF).

# WELL-BEING AT WORK, WORKING CONDITIONS AND OCCUPATIONAL HEALTH AND SAFETY POLICIES

**“COMMITTED POSTAL WORKERS WHO FEEL GOOD ABOUT THEIR WORK”**

## BACKGROUND

La Poste's strength lies in its postal workers' day-to-day commitment to providing its services. It is implementing a proactive policy to improve their quality of life and working conditions.

To ensure they feel at ease at work, La Poste is committed to ensuring that postal workers benefit from good working conditions and a safe working environment.

## AMBITION AND VALUES

*Stemming from its aim of positively impacting its people, La Poste's policy and actions are a driver for both the company's sustainable performance and for individual and collective employee engagement.*

La Poste implements measures to improve well-being at work and working conditions, keeping pace with employees' changing expectations.

Keeping a watchful eye on the quality of the employee experience, well-being at work and postal workers' engagement are measured every year.

This policy is supported by management, human resources managers, occupational health services, prevention specialists, ergonomists and social workers throughout the company, all working closely with employee representatives.

# WELL-BEING AT WORK, WORKING CONDITIONS AND OCCUPATIONAL HEALTH AND SAFETY POLICIES

## POLICY AND ACTIONS

### Protecting postal workers' occupational health and safety

#### **1 LA POSTE MAKES THE PROTECTION OF POSTAL WORKERS' HEALTH A PREREQUISITE FOR ALL ITS ACTIVITIES**

It implements systems adapted to the diversity of its businesses so that it can ensure good working conditions and reduce the causes of accidents, occupational illnesses and absenteeism. Its prevention policies focus on primary prevention, which is the most effective because it aims to reduce risk factors.

- **THE PREVENTION OF PHYSICAL RISKS** covers the ergonomics and safety of equipment and modes of transport, work organisation and the working environment, as well as training in good work practices in order to prevent injury.
- **THE PREVENTION OF MUSCULOSKELETAL DISORDERS** (MSD) is being rolled out, including for postal workers in service-sector workstations. Innovative preventive equipment is being tested.
- Older postal workers in the most physically demanding jobs benefit from additional rest time at the end of their career, as well as appropriate **EARLY RETIREMENT** arrangements.
- As part of the health and well-being safeguarding measures it has put in place for postal workers, La Poste has also introduced a **"CAREER AND HEALTH" MEDICAL CHECK-UP** so as to foresee any health difficulties and find another area of work for the person concerned, if necessary.
- To ensure a **HIGH QUALITY WORK ENVIRONMENT**, La Poste 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 overall rigorous framework means that when major changes take place, they do so under the best possible conditions for everyone. Impact studies are also carried out to identify the steps that need to be taken to eliminate or reduce negative impacts on the teams' working conditions.

# WELL-BEING AT WORK, WORKING CONDITIONS AND OCCUPATIONAL HEALTH AND SAFETY POLICIES

## POLICY AND ACTIONS

### 2

#### A LONG-TERM APPROACH TO WELL-BEING AT WORK

- **ONE OF THE WAYS THE GROUP HELPS TO PREVENT PSYCHOSOCIAL RISKS IS THROUGH THE USE OF ITS "WELL-BEING AT WORK ESSENTIALS" SYSTEM,** which was designed in conjunction with France's National Agency for the Improvement of Working Conditions (*Agence nationale pour l'amélioration des conditions de travail* – ANACT) and identifies situations that could cause people to feel tension or stress in their workplace. It is overseen by the group's various Management Committees with input from all line managers, specialist HR staff and postal workers.
- Onboarding of new hires and employees changing jobs within the group is key to their engagement and to team performance. **THE "WELCOME TO LA POSTE" APPROACH,** including a digital onboarding programme, is available to introduce people to the company and **HELP THEM FIND THEIR FEET.**
- To empower its people and give them a sense of purpose in their work, the group has set up discussion forums between line managers and their teams to talk about their work. This initiative – **CALLED PARLONZEN – GIVES POSTAL WORKERS THE OPPORTUNITY TO DISCUSS ISSUES WITH THEIR MANAGERS AND PROPOSE SOLUTIONS TO IMPROVE THEIR DAILY WORKING LIFE.**
- **PARTICULAR ATTENTION IS PAID TO COMBATING RUDE CUSTOMER BEHAVIOUR** faced by postal workers in contact with customers. La Poste provides training for postal workers and their managers on how to deal with tense situations, offers legal assistance and support, and takes legal action in the event of an assault.

### 3

#### PROMOTING A GOOD WORK-LIFE BALANCE

Finding the right balance between professional and personal life is a key component of well-being at work. La Poste has put in place a number of measures to help its people achieve that balance, including:

- The **RIGHT TO DISCONNECT** for everyone, including managers.
- The possibility of **REMOTE WORKING** for employees whose jobs are compatible with this form of working arrangement.
- **MEASURES TO SUPPORT PARENTHOOD,** covering all family situations.
- **VOLUNTARY PART-TIME HOURS** for employees who wish to work part time for personal reasons, even when this is not family-related.

## GOOD TO KNOW

LA POSTE OFFERS SPECIFIC WELFARE SERVICES TO EMPLOYEES WHO ARE ENCOUNTERING PARTICULAR DIFFICULTIES IN THEIR WORKING LIVES.

- **APALA (an acronym of the French for “BEFORE, DURING AND AFTER ABSENCE”)** is a support service offered to postal workers who are off work for a long period of time, which helps them keep up a link with La Poste and makes it easier for them to come back to work.
- A **PSYCHOLOGICAL SUPPORT AND COUNSELLING SERVICE** for postal workers faced with difficult situations either at or outside work.

# DIVERSITY AND INCLUSION POLICY

**“HELPING TO BUILD A MORE INCLUSIVE SOCIETY”**

## BACKGROUND

Operating throughout the country, every day and for everyone, La Poste contributes to social and regional cohesion through its services and strong CSR commitments.

It reflects the diversity of society and creates an inclusive framework that enables each postal worker to find their place in the company, take pride in fulfilling a service that provides essential support for social interaction, and be a driving force for innovation and performance.

## AMBITION AND VALUES

*In line with its aim of positively impacting its people, La Poste Groupe's diversity and inclusion policy stems from the group's core values of openness, consideration, fairness, accessibility, proximity and service. To provide the closest possible support to postal workers, the policy is steered by management, with the support of the human resources teams, who have received training for this purpose.*

Thanks to constructive dialogue with the trade unions, the group has signed numerous agreements, on gender equality in the workplace, improving work-life balance for postal workers who are also carers, and employment opportunities for people with disabilities.

# DIVERSITY AND INCLUSION POLICY

## POLICY AND ACTIONS

La Poste's commitment to being a responsible and inclusive employer for all of its people is underpinned by the following principles:

- 1 ENSURING EQUAL OPPORTUNITIES FOR EVERYONE**, throughout their careers, across all business lines and at all levels of the company.
- 2 PROMOTING INCLUSIVE TALENT MANAGEMENT** based on skills and merit.
- 3 COMBATING STEREOTYPES AND ALL FORMS OF DISCRIMINATION, 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.
- 4 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).

### GOOD TO KNOW

**THESE COMMITMENTS ARE REFLECTED IN ALL OF LA POSTE GROUPE'S HUMAN RESOURCES POLICIES.**

To ensure these commitments are upheld, La Poste regularly surveys all postal workers to measure inclusion and well-being at work, with specific focus on those with disabilities, LGBT+ employees, employees with unusual family circumstances, young parents and carers. The company also monitors occurrences of sexist behaviour.

La Poste has made a commitment to inclusion, diversity and equal opportunities to a number of stakeholders, including Entreprises pour la Cité, l'Autre Cercle, StoPe au Sexisme, Club Landoy, Well-Being at Work Observatory (*Observatoire de la qualité de vie au travail*) and the AFMD.

Staff training courses are organised on topics such as diversity and inclusion and combating all forms of discrimination.

# DIVERSITY AND INCLUSION POLICY

## FURTHER INFORMATION/OUTLOOK

Building on its achievements, La Poste is reaffirming its commitment to setting itself ambitious targets:

1

La Poste aims to have **40% WOMEN AMONG ITS SENIOR EXECUTIVES BY 2025.**

2

La Poste reaffirms its policy of **ZERO TOLERANCE OF SEXISM AND HARASSMENT** and is stepping up its commitment to supporting victims of domestic violence.

3

La Poste is committed to the **INTEGRATION OF PEOPLE WITH MENTAL HEALTH ISSUES.**

4

La Poste is participating in the **DIGITAL INCLUSION** of postal workers in all regions.

5

La Poste is continuing to lead by example in **SUPPORTING POSTAL WORKERS WHO ARE CARERS.**

### INITIATIVES AND MEASURES TO SUPPORT LA POSTE'S AMBITIONS

Guides on accessing rights and annual diversity awareness campaigns are regularly distributed to postal workers.

Regional diversity and disability and gender equality officers raise awareness among managers and postal workers, provide support, and ensure an inclusive working environment for all.

Managers and HR managers are trained in diversity and disability issues and have dashboards to measure their diversity-related results.

Peer support networks include the UN.E Gender-balance Network and groups of postal workers with disabilities who test products for accessibility.

# RECRUITMENT, MOBILITY AND CAREER DEVELOPMENT POLICY

**“EXPERT TEAMS WITH A LONG-TERM COMMITMENT TO CUSTOMERS, SERVING LA POSTE’S DEVELOPMENT ACROSS FRANCE”**

## BACKGROUND

La Poste Groupe's recruitment, mobility and career development policy is a cornerstone of its overall strategy, driving the transformation of its businesses, its long-term performance and the growth of new business areas.

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 HR development policy.

La Poste Groupe gives all postal workers the possibility of mapping their own career paths and creates the conditions for them to achieve success, providing personalised support for their mobility projects and individual career plans.

## AMBITION AND VALUES

*“In line with its aim of positively impacting its people, La Poste’s goal is to enable every postal worker to define and succeed in their career path, aligned with the group’s needs, and to develop skills that guarantee performance and employability in an inclusive, engaging work environment that fosters independence, teamwork and recognition.”*

Equal opportunity and diversity are cornerstones of the group's HR policy. These principles guide the actions of managers and HR teams who contribute to the recruitment, mobility and development of employees.

# RECRUITMENT, MOBILITY AND CAREER DEVELOPMENT POLICY

## POLICY AND ACTIONS

In order for the group to meet emerging challenges, it is essential for it to have effective recruitment, onboarding and training measures that encourage employee engagement and talent retention. La Poste Groupe is taking practical steps to:

### **1 ENSURE IT HAS A GOOD UNDERSTANDING OF THE JOB MARKET AND CHANGES IN THIS MARKET IN EACH OF ITS REGIONS AND BUSINESSES**

To anticipate future recruitment and skills needs, the impact of changes in the group's activities is assessed throughout the year.

The Jobs, Skills and Qualifications Observatory provides an overview of developments in the internal and external job market and informs employee representatives, offering insight into job trends within the group.

La Poste Groupe is developing its employer brand and talent onboarding strategy in line with its inclusion and equal opportunity values. Partnerships with regional employment agencies, schools, and universities enable the group to leverage local connections and enhance its visibility to support its recruitment strategy.

### **2 IDENTIFY THE SKILLS AND CAREER ASPIRATIONS OF ITS EMPLOYEES**

Knowing employees' skills, mobility and career aspirations in detail enables the group to match business needs with employees' objectives. Managers are responsible for gathering information on employees' career development objectives during professional reviews and performance reviews.

Every year, **99%** of the group's employees participate in an annual performance review, during which they discuss their skills and performance with their manager in order to determine their individual development plan. 98% of the group's employees take part in professional reviews to determine their career plans with their manager.

Local managers actively contribute to employees' professional and personal development by promoting lifelong learning and encouraging them to play an active role in their own development, as well as sharing their know-how and expertise within the company.

# RECRUITMENT, MOBILITY AND CAREER DEVELOPMENT POLICY

## 3 ALIGN ITS PEOPLE'S SKILLS WITH THE GROUP'S NEEDS

To keep pace with the transformations in its environment, La Poste Groupe promotes the development of skills and experience that will enable each employee to receive professional training, and cope with changes in the working environment for the benefit of all customers.

The group's **TRAINING INSTITUTE** provides a common skills base for all employees, covering a range of subjects including management culture, interpersonal skills required to ensure postal workers' employability, customer culture, digital skills and learning techniques. In 2021, 200,000 postal workers took part in training courses.

**THE BANKING AND NETWORK SCHOOL** and **THE SERVICES-MAIL-PARCELS UNIVERSITY** provide training in business-specific expertise and operational tools.

La Poste rolls out major training programmes in line with the company's strategic challenges.

- **DIGITAL TRANSFORMATION:** accelerate digital transformation, develop digital trust services and contribute to digital inclusion,
- **MANAGEMENT CULTURE:** support and develop the management culture fostered by every manager in the company based on seven strategic priorities (meaning, customer culture, cooperation, empowerment, innovation, development and recognition),
- **CUSTOMER CULTURE:** promote and embody the customer culture, and spread it among teams and employees,
- **CSR:** raise awareness of CSR issues among postal workers so as to emerge as a leader in the environmental transformation.

Over €200 million is invested every year in training programmes at the three training organisations to develop skills.

By the end of May 2024, 64% of postal workers had completed the *Cap Compétences Numériques* digital skills programme, and all senior executives had undergone a 360° assessment to evaluate their collaborative management approach.

Digital tools and technologies are used to respond rapidly to employees' needs, enabling them to benefit from in-person or remote training where appropriate, reducing travel time and carbon emissions while improving well-being at work.

**A DIVERSIFIED TRAINING OFFER** aligned with the current and projected needs of La Poste Groupe enables each employee to progress at every stage of skills development.

- **MEETING JOB REQUIREMENTS:** ensuring that each employee has the necessary know-how and interpersonal skills to fully embrace their role from the outset.
- **DEVELOPING JOB SKILLS:** ensuring employees can respond effectively to the demands and situations associated with their position and to changes in the tasks assigned to them.
- **DEVELOPING SKILLS BEYOND THE JOB ROLE:** enabling each employee to develop broader knowledge and skills not directly related to their position to gain agility and prepare for future job mobility.
- **FULFILLING POTENTIAL WITHIN THE GROUP:** enabling employees to fulfil their potential and share their skills with others within the group.

# RECRUITMENT, MOBILITY AND CAREER DEVELOPMENT POLICY

Innovation is paramount when it comes to training. New solutions are being explored to meet the group's needs.

A **DATA AND AI SCHOOL** enables group employees to train for strategic jobs in high demand on the market. Ultimately, 250 people from all walks of life (postal workers, job seekers and young people on work-study programmes) will be able to join this school, which is resolutely committed to supporting women.

New learning methods, such as microlearning on smartphones and virtual reality, are being trialled in vocational training courses. Innovations that promote learning are actively monitored and implemented. For example, in 2023, La Poste introduced the use of the metaverse.

## 4 PROMOTE INTERNAL MOBILITY

### **PRIORITY IS GIVEN TO INTERNAL MOBILITY WHEN IT COMES TO RECRUITMENT.**

Employees are encouraged to browse job advertisements and apply for roles independently via the Job Exchange. Employees have easy digital access to all the information they need to help them shape their career plans.

**VIRTUAL JOB FAIRS** and workshops held to present professions, support career planning, coach employees for job interviews and provide workplace immersions provide comprehensive support to employees.

La Poste is developing a **talent policy** to identify and support postal workers who can transition into roles where there is a shortage of candidates, enabling it to respond rapidly to the needs of the business units. These roles include Account Manager, Customer Advisor, Human Resources Manager and Area Manager. In-demand jobs are easily accessible to employees who wish to apply. Each year, **2,500 employees** are identified and supported in this way, with **20,000** changing jobs.

Innovative, secure career paths known as **“SIGNPOSTED PATHWAYS”** and **“PIONEER PATHS”** enable postal workers to access jobs that require them to acquire new skills. These schemes ensure postal workers' professional development and the operational implementation of professional mobility, particularly towards in-demand jobs. “Signposted pathways” are designed to alternate between training and workplace immersion. “Pioneer paths” lead to certification and can enable postal workers to become designer-developers, for example.

A total of **2,500 POSTAL WORKERS ARE CURRENTLY ENROLLED ON THESE COURSES** with the aim of gaining access to roles such as operations and customer service manager, buyer, sales manager, account manager, HR manager or IT technician.

**WORK-STUDY PROGRAMMES** form an integral part of La Poste's historical youth integration policy. The development of apprenticeships through three in-house training centres, based in the Paris region, Marseille and Bordeaux, enables La Poste Groupe to train its future talent and fill priority positions.

# RECRUITMENT, MOBILITY AND CAREER DEVELOPMENT POLICY

## FURTHER INFORMATION/OUTLOOK

La Poste Groupe leverages its resources to improve performance. ProbaYes, the subsidiary responsible for developing artificial intelligence solutions, collaborates with HR departments to create tools that facilitate skills and professional mobility management.

Artificial intelligence (HR data lake) will make it possible to identify potential candidates for job vacancies and proactively offer them to postal workers.

Thanks to personalised training offered by artificial intelligence, which takes into account both employees' skills development needs and the company's expectations, employees will benefit from an optimal experience that aligns with their aspirations.

Using the latest technological innovations in training and professional mobility support will provide a modern, engaging employee experience.

# COMPENSATION POLICY

**"A COMPENSATION AND BENEFITS POLICY BASED ON LA POSTE'S VALUES"**

## BACKGROUND

In its transformation, La Poste strives to apply a fair and high-quality compensation policy conceived in a long-term approach and reflecting the performance, level of responsibility and professional environment of each postal worker.

The compensation policy fits into a broader career support and professional development approach. It is a driver of engagement and motivation for each postal worker, and a source of recognition for their work.

## AMBITION AND VALUES

In line with its values and aim of positively impacting its people, La Poste Groupe's compensation policy is based on five key principles:

### **FAIRNESS**

La Poste ensures that postal workers receive fair pay in keeping with their career paths and expertise. La Poste regularly conducts market research to compare compensation with that of people in similar roles in other companies.

### **RECOGNISING PERFORMANCE AND CONTRIBUTION**

La Poste adjusts items of compensation according to each individual's contribution, performance and skills development.

### **GENDER EQUALITY AND NON-DISCRIMINATION**

La Poste is committed to achieving gender equality in the workplace, and renewed its agreement on workplace equality on 21 July 2022. Its aim is to provide equal career opportunities to women and men, and to address any pay gaps that may exist between them at equivalent levels of responsibility.

Each year, La Poste allocates an amount to correct pay gaps between women and men. A special measure for that purpose is included in mandatory annual wage negotiations.

### **TRANSPARENCY**

It is important for everyone to understand their total compensation. The management principles and rules are documented, easily accessible and communicated with employees. La Poste is gradually rolling out an individual social bulletin (ISB) for each postal worker.

### **EMPLOYABILITY AND APPEAL**

La Poste assesses each employee's compensation in view of internal and external practices and ensures that changes in compensation match the group's economic position, and opportunities for mobility and career development.

# COMPENSATION POLICY

## POLICY AND ACTIONS

### 1 A HIGH-QUALITY COMPENSATION BASE

La Poste offers its employees a high-quality compensation package that includes fixed and variable compensation, extensive social security protection and a profit-sharing and employee savings scheme.

The compensation package is rounded out by employee benefits such as employer contributions towards certain expenses (e.g., commuting and remote working allowances) and special access to services (e.g., housing assistance, interest-bearing bank accounts, bank cards and loans).

La Poste also offers social benefits (social housing, subsidised canteen, cultural and leisure activities, parenthood assistance, etc.) which postal workers can access according to their circumstances.

### 2 A FAIR AND BALANCED COMPENSATION SYSTEM

Compensation consists of a fixed portion, which recognises the employee's level of proficiency in the role, and a variable portion, which rewards **individual and collective performance** based on annual financial and non-financial sales and operational performance targets.

La Poste also co-finances a number of collective protection schemes for employees.

Supplementary health coverage is provided in addition to the benefits provided by compulsory health insurance schemes for civil servants and employees. A single personal protection insurance scheme covers employees for loss of earnings due to sick leave, disability and death.

La Poste has introduced measures to support individuals in challenging situations, such as providing homework assistance for children and helping to offset the cost of living in expensive areas (introduction of a mobility incentive payment in 2022).

As a company with a nationwide presence, La Poste also facilitates relocation and provides support to help families settle in.

Though this compensation policy and its commitment to quality employment, La Poste offers each postal worker **further career opportunities within the company**. In this context, the role of managers and local HR managers is particularly important in supporting all postal workers.

#### GOOD TO KNOW

##### EMPLOYEE SAVINGS SCHEMES

The group offers two employee savings schemes: the group savings plan (*Plan d'Epargne Groupe*) and the collective retirement savings plan (*Plan d'Epargne Retraite Collectif*), which include an employer contribution.

**IN THIS WAY, LA POSTE CONTRIBUTES TO POSTAL WORKERS' SAVINGS AND GUARANTEES 100% SRI-LABELLED INVESTMENTS.**

# COMPENSATION POLICY

## 3

### RECENTLY-INTRODUCED SCHEMES IN RESPONSE TO THE CURRENT ECONOMIC CLIMATE

To address **RIISING COSTS AND INFLATION** and to respond to the **INCREASE IN REMOTE WORKING**, La Poste has introduced new compensation tools:

- **PURCHASING POWER BONUSES**
- **PERSONAL VEHICLE USE ALLOWANCES** for postal workers who live a long way from their place of work
- **REMOTE WORKING ALLOWANCES**
- **LOYALTY BONUSES IN AREAS WITH LABOUR SHORTAGES**
- One-off financial assistance **IN THE EVENT OF PERSONAL DIFFICULTIES LINKED TO ACCIDENTS.**

# EMPLOYEE HOUSING POLICY

**“PROMOTING ACCESS TO HOUSING TO BETTER SERVE CUSTOMERS”**

## BACKGROUND AND OBJECTIVES

The employee housing policy is an important historical element of La Poste Groupe’s employment policy, helping to preserve purchasing power and support postal workers to find appropriate housing suited to the constraints of their jobs.

La Poste’s local services are essential to fulfilling its public service obligations and are a priority for customer satisfaction. Postal carriers, parcel operators, and customer service representatives in post offices are among the roles that are essential to day-to-day life in France, as recognised during the Covid crisis.

To do their job in satisfactory conditions, postal employees need accommodation close to their place of work. Local management lines are also confronted with the issue of affordable housing, especially in areas where market prices are high.

That is why La Poste is extending its housing offering to include intermediate housing and home ownership, with associated services (guarantees, financing and assistance for renovation work).

## AMBITION AND VALUES

*“In the face of fresh challenges in the property market (inflation, mortgage costs, environmental standards, etc.), La Poste aims to speed up the provision of housing for postal workers.”*

This approach demonstrates La Poste’s role as a committed employer and extends the list of solutions offered to postal workers, adapted to each stage of their residential, professional or personal life.

# EMPLOYEE HOUSING POLICY

La Poste offers a wide range of housing solutions, prioritising access to rental housing:

1

La Poste is **FRANCE'S MAIN CONTRIBUTOR TO THE PEEC SCHEME**: employer contribution to the construction effort (*Participation de l'employeur à l'effort de construction*), with €30 million paid into the scheme in 2021.

2

To reinforce this commitment, La Poste has signed agreements with major social housing associations to **DIRECTLY RESERVE HOUSING FOR POSTAL WORKERS**.

3

In addition to the compulsory payment to the PEEC scheme, La Poste also makes **VOLUNTARY INVESTMENTS** through housing agreements with trade unions. A fifth employee agreement was signed in 2020 between La Poste and the representative trade unions, **EXPANDING THE RANGE OF SERVICES OFFERED**, particularly in terms of support to make homes more energy-efficient and adapting them for people with reduced mobility).

4

#### **OPERATIONAL LEVERS FOR ACTION:**

- La Poste relies on two housing subsidiaries: Toit & Joie, a social housing organisation based in Paris and the Paris region, as well as other regions, and La Poste Immobilier, a real estate company and property manager.
- A dedicated team is in charge of promoting the group's actions to its partners and adapting and enriching its offering. The team has a local presence to capture local real estate opportunities and best meet the needs of postal workers.

La Poste intends to strengthen its actions based on its local values. Its local roots and the ongoing dialogue it maintains with local councillors on this subject are crucial to ensuring that the people responsible for providing customer service across France have access to local, quality housing.

## A UNIQUE MODEL TO OPTIMISE THE HOUSING OFFER

As the recipient of the entire PEEC contribution, Action Logement is La Poste's main partner.

Since its creation in 2017, its diversified offerings have established it as a key player in supporting postal workers' access to housing, from renting in the public or private sector to home ownership and even the renovation of existing accommodation.

However, to offer postal workers a wider range of housing opportunities, La Poste is developing its partnerships with new players, strengthening existing social housing schemes and developing innovative solutions to meet postal workers' evolving needs.

# EMPLOYEE HOUSING POLICY

## STRENGTHENING HISTORICAL COMMITMENTS

- La Poste Immobilier and social housing association Toit & Joie have recognised housing sector expertise that is an asset when it comes to designing, implementing, and managing relationships with partners. Both La Poste Groupe subsidiaries prioritise postal workers in their strategy, in terms of both allocating housing and their regulatory and operational monitoring.
- In line with postal workers' changing needs, La Poste is developing a policy of reserving housing directly with social housing associations, prioritising areas where housing is difficult to find.
- La Poste has formed a partnership with CDC Habitat to widen housing opportunities for postal workers and give La Poste access to a substantial housing portfolio.

## DEVELOPING INTERMEDIATE HOUSING AND ACCESS TO PRIVATE RENTAL HOUSING

- La Poste wishes to develop a range of intermediate housing to enable postal workers who are not eligible for social housing to find quality accommodation at affordable rents.
- La Poste has already established working relationships with intermediary housing operators and is building on the complementary nature of their portfolios. Private rental housing offers an abundant supply of housing solutions.

## DEVELOPING SOCIAL HOME OWNERSHIP

- The majority of French people believe that owning their own home is essential to the stability of their personal and family situation. La Poste wants to enable as many postal workers as possible to own their own home.
- To support home ownership, La Poste wishes to develop its offer of assistance for social home ownership, including identifying properties and financing their purchase.

## FURTHER INFORMATION/OUTLOOK

To promote home ownership among postal workers, La Poste is considering the establishment of a solidarity-based housing organisation (*Organisme Foncier Solidaire* [OFS]) for postal workers.

This additional resource would enable even modest households to become homeowners.