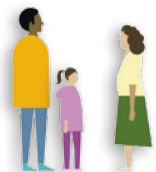
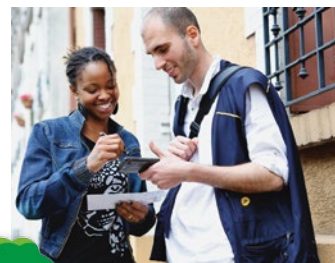
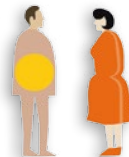




2013 Corporate Social Responsibility Report



LE GROUPE LA POSTE

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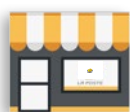
A major services group, Le Groupe La Poste currently ranks among the top 25 French companies by revenue. The Group is also one of France's leading employers after the French government and makes an essential contribution to social and economic development in all French regions. One example of this is La Banque Postale's entry in 2012 into the market for lending to local authorities.

Through its long history in France, La Poste has built up a strong reputation founded upon genuine closeness to people and their communities, and has long been an integral part of their daily lives, connecting with their experiences and their perspectives.

Four public service missions have been attributed to Le Groupe La Poste by the French state. The Group's business activities are fully aligned with these core missions, which are central to the Group's identity and its strategy. The conditions governing the fulfilment of these missions are laid down by law and in public service agreements concluded between La Poste and the French state.

In addition to reaffirming its public service missions, the agreement currently in force, signed on 1 July 2013 and covering the period from 2013 to 2017, provides for official recognition of Le Groupe La Poste's civic commitments. The Group is thus able to give shape to its contributions as a public company to the development of policies in the general interest.

FOUR PUBLIC SERVICE MISSIONS



Universal postal service



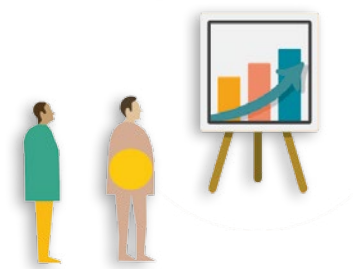
Newspaper and magazine transport and delivery



Access to banking services

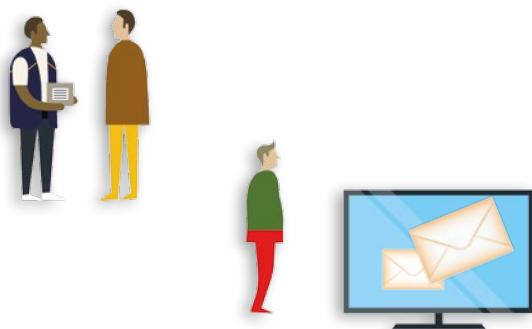


Contributions to regional planning as well as social and economic development



An operator unlike any other in Europe

Le Groupe La Poste has developed an innovative business model that is unique in Europe, based on synergies between complementary service business activities and an exceptionally dense network of operations. To structure its growth, the Group has adopted a strong governance approach, which embeds responsible leadership into its strategy.





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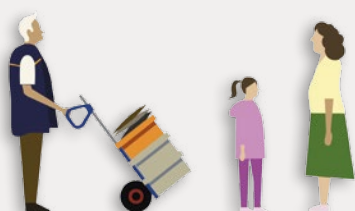
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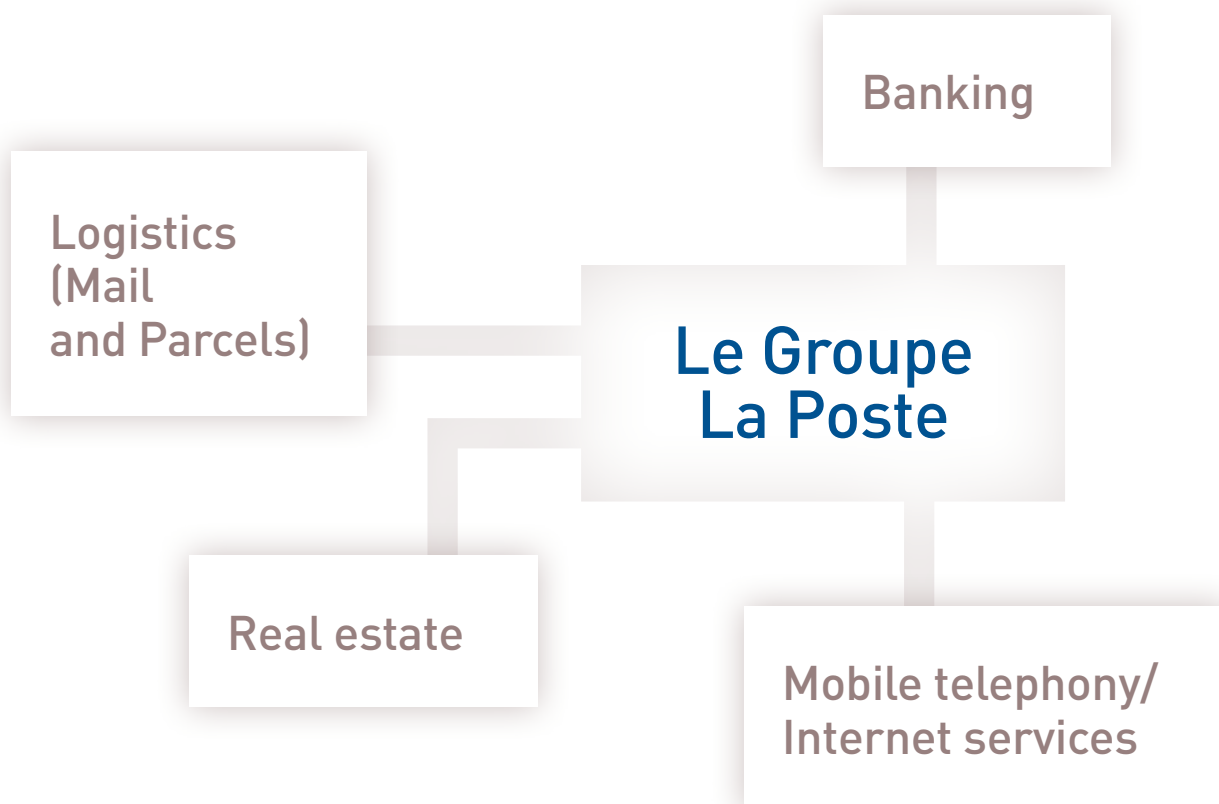
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A major multi-business services group

Le Groupe La Poste has structured its growth around its two traditional businesses: logistics (Mail and Parcels) and banking. Since 2011, it has also been building up a business as a virtual mobile telephony provider. Lastly, the Group owns and manages a sizable portfolio of real estate assets supporting its business operations, the second largest in France after that held by the French state.

TRADITIONAL BUSINESSES AND GROWTH OPPORTUNITIES



Mail

Europe's second largest postal operator based on revenue and volumes, Mail is Le Groupe La Poste's traditional core business, with €11.1 billion in revenue and 25.2 billion mail items delivered (in person and through letterboxes) in 2013.

The Group's Mail business remains in touch with individuals and companies on a daily basis by collecting, sorting, transporting and delivering mail six days a week across all of France. In addition,

this business plays a key role in ensuring freedom of expression by delivering all election materials and documents, together with nearly one-third of all newspapers and magazines.

Main holding companies:

Viapost (logistics),

Mediapost Communication (letterbox advertising),

Asendia (international mail).



24.3 billion

mail items delivered through letterboxes in 2013

Parcels & Express

Building on its long-standing presence in the postal parcel market, in 1984 La Poste became the first European postal service provider to enter the express market. Today, the Group operates in the French parcel market through ColiPoste, the Parcels division of La Poste, and in the express and pick-up point markets through the holding company GeoPost, which controls the subsidiaries Exapaq, Chronopost and Pickup Services.

The Group has expanded its international footprint mainly through its operations under the DPD brand.

Holding company:

All of Le Groupe La Poste's express subsidiaries operating in Europe and around the world are controlled by GeoPost, a wholly owned subsidiary of La Poste.



Over 1 billion

parcels handled every year

Banking

Founded on 31 December 2005, La Banque Postale today offers all the products and services provided by retail banks as well as insurance products (life, personal risk, property and health) and asset management services (through asset management and private wealth management companies). Since 2012, it has also been active as a local public sector lender, offering both short- and medium- to long-term loans, at fixed or adjustable rates, to local authorities, for periods of as long as fifteen years.

La Banque Postale also provides financing for legal entities (companies, non-profit organisations, social housing operators).

Main subsidiaries:

La Banque Postale Asset Management,

La Banque Postale Financement,

La Banque Postale Assurances IARD.



10.7 million

active customers

Mobile telephony/Internet services

Since May 2011, La Poste Mobile has offered a full range of mobile phone plans, with or without contract term requirements and with or without phones, as well as prepaid plans. In 2013, La Poste Mobile introduced a plan without a phone or contract term requirement at a very competitive price. In April 2013, it launched an ADSL broadband package based on the SFR box. In delivering its

various offerings, La Poste Mobile is able to rely upon the country's most extensive and dense local service network.

Subsidiary:

La Poste Mobile.



943,000

customers at 31 December 2013

Real estate

Le Groupe La Poste's numerous real estate assets are located across France, making the Group the nation's largest property owner after the French state. The range of assets held is completely atypical and highly varied in terms of size, type and usage. It includes large industrial facilities, small to mid-sized retail space and other business premises. A strategic focus area for Le Groupe La Poste, real estate is central to the Group's approach to its main challenges: the expansion or development of industrial facilities to house its business activities, customer amenities, local

coverage, employee working conditions, the environmental impact of the Group's operations, but also its economic and financial performance. Le Groupe La Poste's Real Estate Department defines and steers the Group's real estate policy. As an integrated real estate operator, Poste Immo assumes ownership responsibility for the entire portfolio of real estate assets on behalf of the Group.

Subsidiary:

Poste Immo, a wholly owned subsidiary of La Poste, formed in 2005.

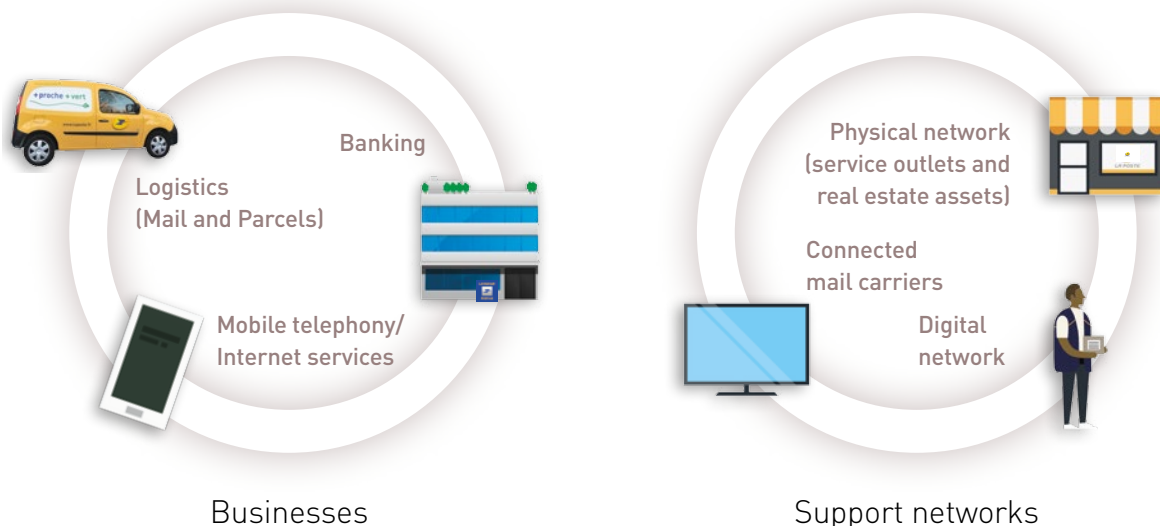


23,600

leases managed



THREE MAIN BUSINESSES SUPPORTED BY STRONG NETWORKS FOR SERVICE DELIVERY



SUPPORT NETWORKS

Physical network

- In delivering its various services, Le Groupe La Poste is backed by the country's most extensive and dense network of local service outlets.
- The 17,081 service outlets operated by the La Poste service network are comprised of 9,692 directly managed post offices, 7,360 outlets managed through partnerships and 29 outlets under a specific regime.
- Service outlets managed through partnerships are of two types:
 - At the municipal or multi-municipal level, local postal agencies, known as Agences Postales Communales (APCs) or Agences Postales Intercommunales (APIs), are managed through framework agreements concluded between La Poste and the French mayors' association (AMF). There are a total of 5,326 APCs and APIs throughout France;
 - Special service outlets operated by local business owners, known as Relais Poste Commerçants (RPCs), are established through agreements with shopkeepers or artisans to offer basic postal and financial services in the name of La Poste and on its behalf. There are 2,032 RPCs throughout France.
- This network of service outlets is supplemented by that formed by GeoPost, with 7,000 parcel pick-up points around the country operated by its subsidiary Pickup Services and 35 Cityssimo automated self-service pick-up points located in Paris and four other French cities.

- The Group will also be rolling out a network of consignment points for the delivery and return of parcels beginning in 2014.

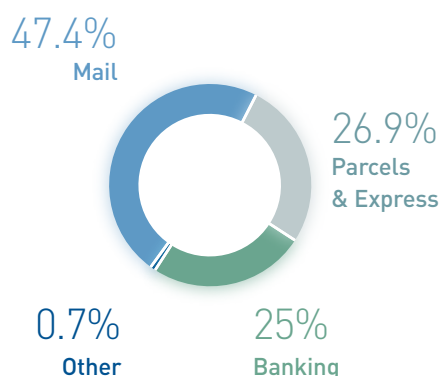
Connected mail carriers

By developing relations with customers and delivering mail and services to them at home, the Group's mail carriers play an essential role. A large number of them are already equipped with Facticeo smartphones, enabling them to offer a wider range of services to customers, beyond the mere delivery of letters and parcels. All mail carriers across France will be using Facticeo devices in their daily rounds by the end of 2015. Pilot tests of new services are currently being conducted throughout the country.

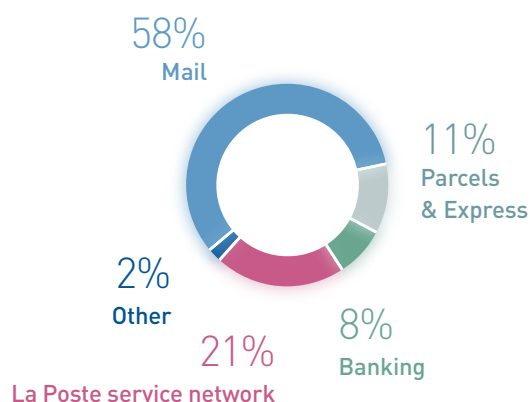
Digital network

A growing proportion of sales, customer administration, customer relations and after-sales services are being carried out via the Internet and other remote channels. La Poste's four main fixed Internet portals are laposte.fr, laposte.net, labanquepostale.fr and colissimo.fr. Laposte.fr, the natural point of entry online for the brand, welcomes its visitors with a choice of sections specifically tailored to their profiles (individuals, businesses, professionals, e-retailers). The site presents all La Poste services, recommends solutions developed by the Group and contains several web stores for users interested in meeting their needs online. The Group's smartphone applications have been downloaded nearly 4.2 million times.

KEY FIGURES AT 31 DECEMBER 2013



Revenue by business area
Total: €22,084 million



Group full-time equivalent workforce by business area

Source: Consolidated financial statements of La Poste SA, its subsidiaries and the companies under its control (fully consolidated entities).

Mail

Mail, long central to Le Groupe La Poste's identity, remains its primary business today. Europe's second largest postal service provider based on revenue and volumes, the Group's Mail business remains in touch with individuals and companies on a daily basis by delivering mail six days a week across all of France.

COLLECTION



141,000 public
postboxes in cities



97,000 pick-up and
delivery customers

MAIL DELIVERY



1.1 million kilometres
covered each day by mail
carriers



38
million letterboxes
served six days a week

TRANSPORT



334
trucks
8,800
road links



3
TGVs (high-speed trains)



11
aircraft serving
14 destinations



46,325
quadricycles and
light utility vehicles
including
3,642 electric light
utility vehicles and
1,032
electric quadricycles



29,971 bicycles
including
16,236 electric
power-assisted bicycles
11,939
motorcycles

PROCESSING



Nearly 3,400 sites
and 600 facilities
3,091
mail delivery centres
and mail hubs
239
mail preparation
units
49
industrial mail centres
and mail processing hubs

Parcels & Express

Le Groupe La Poste operates in the French parcel market through ColiPoste, the Parcels division of La Poste, and in the express and pick-up point markets through Exapag, Chronopost and Pickup Services, all subsidiaries of GeoPost, a wholly owned La Poste subsidiary. Le Groupe La Poste is also present internationally via GeoPost, which controls all of the Group's express subsidiaries operating in Europe and around the world. GeoPost handles more than 1 billion parcels every year and ranks among the world's top four parcel operators in volume terms.

COLIPOSTE

ColiPoste specialises in delivering parcels weighing up to 30 kg within 48 hours to private individuals (both B2C and C2C) in France and provides home delivery services six days a week.



277
million parcels
in 2013, up from
271 million in 2012



14
parcel processing
hubs in France



65
parcel centres throughout France,
preparing deliveries for high-density
urban areas (cities with populations
over 150,000)



70%

of parcels are delivered
via the mail network.

GEOPOST

Mainly serving the B2B and B2C express markets, GeoPost generally handles parcels weighing up to 31.5 kg and has operations in over 40 countries worldwide, including 26 European Union countries. With 22,000 employees (14,000 outside France), GeoPost serves customers in 230 countries around the world via its network of 830 depots and 60 hubs, thanks to its 500 daily connections over international routes linking 35 European countries.



814 million
parcels transported in 2013

THE GEOPOST NETWORK

- Domestic networks operated by each entity.
- An international road network for shipping and delivery: DPD's pan-European road network, the most extensive network of its kind in Europe, with access to all the world's major business regions.
- An international air express network for Chronopost, mainly operated under an agreement with an integrator (a global carrier assuming responsibility for the entire transport chain).
- GeoPost's intercontinental network, built on the Air France-KLM air network, in particular via Sodexi (a joint subsidiary in which Air France-KLM has a 65% stake, while GeoPost holds the remaining 35%), effectively linking Europe to the other continents where GeoPost has operations.

Banking


The business activities of La Banque Postale, the successor to La Poste's Financial Services division, are focused on retail banking in France and especially products and services for individuals. Its operations are structured into three segments: retail banking (La Banque Postale's core business), insurance (life, personal risk, property and health) and asset management (through asset management and private wealth management companies).




Mobile telephony/Internet services

La Poste Telecom, a joint venture 51% owned by Le Groupe La Poste and 49% by the operator SFR, was launched in 2011 under the brand La Poste Mobile. The establishment of a mobile telephony business is in keeping with the Group's interest in developing additional revenue streams in markets offering potential synergies with its existing businesses.

In the third quarter of 2013, there were
70 million active customers in the French mobile telephony market, corresponding to a penetration rate of 110.8%



An entry-level plan for €3.90 per month, including two hours of calls and unlimited texts



An all-inclusive plan for less than €20 per month, including unlimited domestic calls and texts, a good data allowance and a free smartphone

Digital network

La Poste's online value proposition for individuals, independent professionals, small businesses and larger companies, through Mail, Parcels & Express and the La Poste service network, has brought the brand into the digital realm. This approach covers several areas of activity (information, commercial and non-commercial services), with offerings available through a range of channels (websites, applications for mobile phones and tablets, social media).



12.75 million unique visitors in the month of December 2013

4 main Internet portals:
www.laposte.fr
www.labanquepostale.fr
www.colissimo.fr
www.laposte.net

Real estate

Le Groupe La Poste's numerous real estate assets are located across France, making the Group the nation's largest property owner after the French state. These numerous assets dotted across the country reflect the Group's public service mission as a key participant in regional planning and development (at least 90% of any French department's population must be no more than 5 kilometres – 20 minutes – from a postal service outlet).



The Group's smallest real estate asset (the post office at the Eiffel Tower) has a floor area of **9 sq.m**

The largest assets, such as the industrial mail centre at Wissous or the main post office for Paris on the Rue du Louvre, have floor areas of up to **39,000 sq.m**



6.7 million sq.m managed by the Group, 59% of which are directly owned

La Poste service network

As the backbone for Le Groupe La Poste's businesses offering products and services to both consumers and professionals, the La Poste service network is the Group's main operational support organisation. One of this network's main strengths is its accessibility: over 96% of the French population lives less than 5 kilometres from a postal service outlet. The founding mission of the La Poste service network is to welcome, serve and advise the customers of La Poste and all the Group's businesses, with three specific objectives. The first is to ensure the practical implementation of three of the four public service missions assigned to La Poste. The second objective is to implement the sales policies of Le Groupe La Poste's three main business areas. Finally, the third objective is to achieve a level of performance that creates value for the Group and its businesses, through development across multiple channels and business process optimisation.



96% of the French population lives less than 5 km from a La Poste service outlet



A network of more than **24,000** service outlets in France, 17,081 of which are either directly owned or operated in partnership with local authorities, shopkeepers or artisans and 7,000 parcel pick-up points



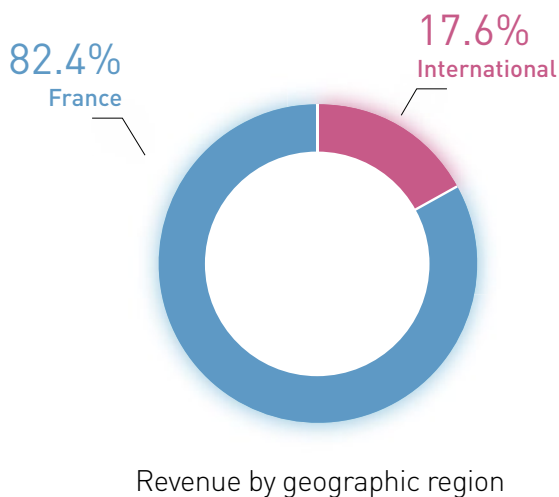
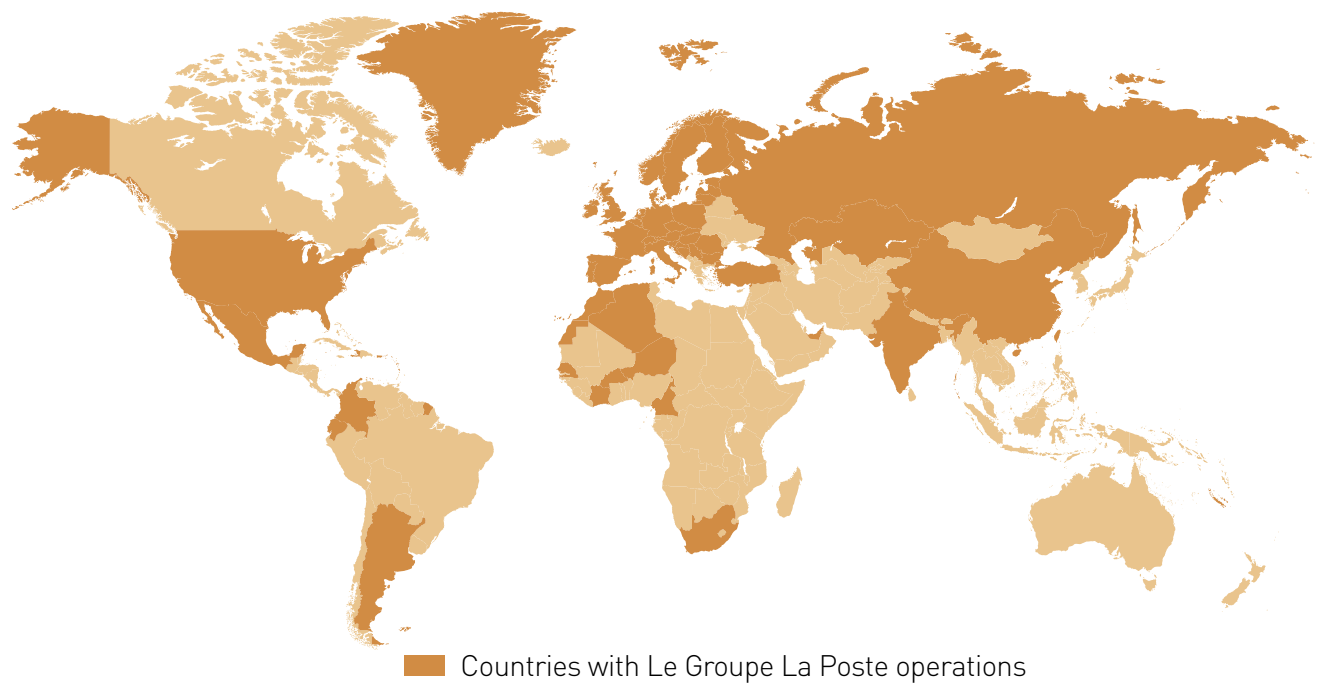
A mobile workforce, with nearly **58,000** daily rounds, delivering mail to **26** million French households six days a week



A digital network, with **12.75** million unique visitors in the month of December 2013 for La Poste's fixed Internet portals

AN ESTABLISHED INTERNATIONAL PRESENCE

Present in more than 40 countries and across 4 continents, Le Groupe La Poste generates more than 17% of its revenue outside France, driven in particular by the performance of its Parcels & Express business. The Group's Parcels business is expanding rapidly in European markets and the international dimension of its Mail business is also seeing strong growth around the world.



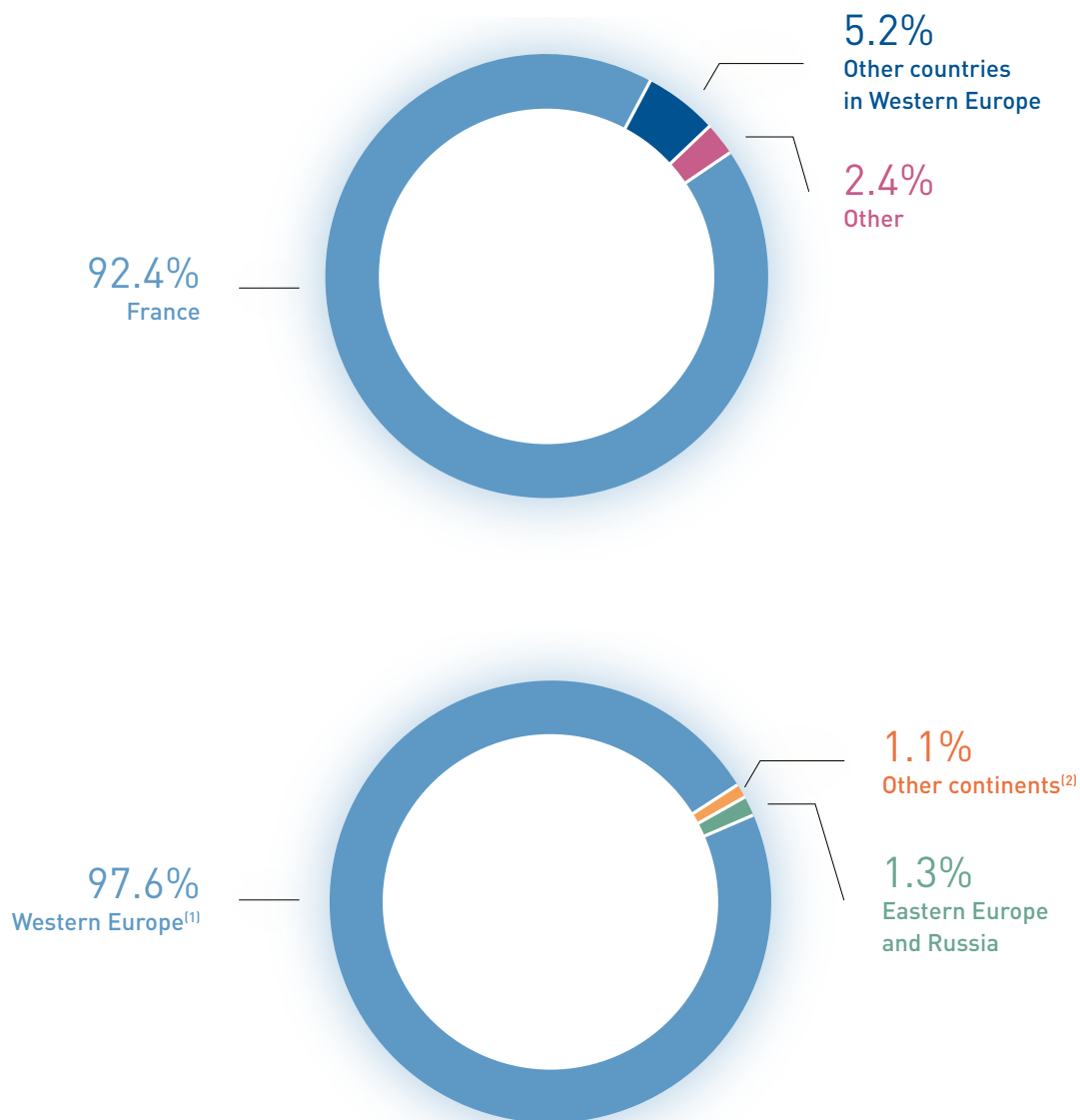
GEOPOST ACQUIRES CONTROLLING STAKE IN TIGERS

GeoPost, which in 2011 had acquired a 2.5% stake in Tigers, increased its ownership interest by 63% in June 2013, thus acquiring a controlling stake in the company. GeoPost now directly holds nearly 66% of this international freight forwarder with operations in Asia (China), the United States, Europe and Australia. Thanks to this acquisition, GeoPost has strengthened its capacity to deliver parcels anywhere in the world.

A STRONG EUROPEAN BASE

In 2013, Le Groupe La Poste had a total of 266,369 full-time equivalent employees on average, down just 0.1% compared to 2012.

La Poste, its subsidiaries and the companies under its control (fully consolidated entities) had 263,032 full-time equivalent employees in 2013, a total workforce distributed geographically as shown below.



Group full-time equivalent workforce by continent

Source: Consolidated financial statements of La Poste SA, its subsidiaries and the companies under its control (fully consolidated entities).

(1) UNESCO classification.

(2) Africa: 0.8%, Americas: 0.3%.

Responsible governance

Since 1 March 2010, La Poste has had the status of a French public limited company (“Société Anonyme”). The Group’s general policies are drawn up and implemented by the Board of Directors. The Chairman of La Poste’s Board of Directors is responsible for the management of the company and also serves as its Chief Executive Officer.

Board of Directors

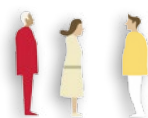
In accordance with Law 90-568 of 2 July 1990, as amended, on the organisation of the public postal and telecommunications service, with Decree 2010-191 of 26 February 2010, as amended, which lays down the initial articles of association for La Poste and includes various provisions relating to La Poste, and with Article 13 of the company’s Articles of Association, the Board of Directors of La Poste is comprised of 21 members:

- 12 Directors appointed by the General Meeting of La Poste shareholders following proposals by the French government and Caisse des Dépôts et Consignations;

- 2 Directors appointed by decree, one representing regional authorities and one representing users;
- 7 Directors elected by the Group’s employees.

Members of the Board of Directors serve for five-year terms whose expiry dates are aligned with those of the terms served by its employee-elected members.

The French government’s representative and the head of its economic and financial control unit assigned to La Poste also attend Board meetings and take part in its proceedings as non-voting members.



The Board of Directors of La Poste

is comprised of **21** members, **8** of whom are women.



SPECIALISED COMMITTEES

The Board of Directors has established four specialised committees. The French government’s representative and the head of its economic and financial control unit assigned to La Poste attend the meetings of each of these committees. The Board of Directors’ committees are as follows: the Audit Committee (set up in 2001), the Strategy and Investment Committee (set up in 2004), the Quality and Sustainable Development Committee (initially set up in 2004 as the Customer Quality Committee and renamed in 2007), and the Remuneration and Governance Committee (set up in 2010). In addition, an ad hoc committee meets two days before each Board meeting to prepare the meeting.



ANNUAL SELF-ASSESSMENT BY THE BOARD OF DIRECTORS

Since 2006, the Board of Directors has devoted one item of the agenda for one of its meetings each year to the assessment of its internal operations. This annual self-assessment procedure is now conducted by the Remuneration and Governance Committee, whose Chairman presents a summary report of its findings to the Board. In addition, the Board of Directors decided that this assessment procedure would be conducted once every three years with the assistance of an outside firm. For 2012, Leaders Trust International was selected as the firm to assist with the procedure and presented its summary of the interviews carried out to the Board at its meeting of 28 February 2013. For 2013, the assessment of the Board's internal operations was launched in early 2014 by sending each of the Directors a detailed questionnaire, relating in particular to the implementation of decisions taken as a result of the previous year's external audit.

Executive Management

The management of the company is carried out, under his responsibility, by the Chairman of the Board of Directors, who also serves as Chief Executive Officer, pursuant to the provisions of Article 14 of the company's Articles of Association, as laid down by Decree 2010-191 of 26 February 2010. The Chairman and Chief Executive Officer is appointed by decree, from among the Directors, following a proposal by the Board of Directors. The Executive Committee is the governance body responsible for discussing and agreeing upon strategies. It examines all cross-cutting issues

raised within the Group and considers all major decisions. The Executive Committee also monitors the achievement of objectives and the results of operations. Members are appointed to the Executive Committee by the Chairman and Chief Executive Officer. The Chairman and Chief Executive Officer informs the Remuneration and Governance Committee as to the appointment, remuneration and succession plans for senior executives of La Poste and its main subsidiaries.

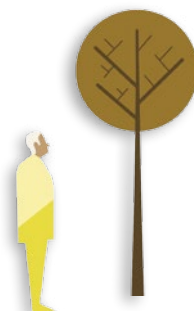


The Executive Committee of La Poste is comprised of **12** members, **3** of whom are women.



GENDER BALANCE WITHIN GOVERNANCE BODIES

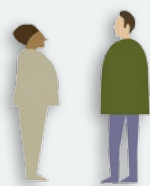
La Poste promotes gender balance within its management bodies. Eight of the members of its Board of Directors are women, who thus hold 38% of its seats. This proportion exceeds the initial quota of the system introduced by the Copé-Zimmermann law on the gender balance of company boards, which requires that at least 20% of company board members be women by the close of the 2014 annual general meetings. Moreover, the proportion of women has nearly attained the second quota of 40%, which is only due to be met in 2017 under the law. As for the Executive Committee, it currently has 12 members, three of whom are women, thus corresponding to 25% of its membership.



Adapting to an evolving environment

Owing to its wide range of business activities, its sizable workforce and its important contributions to society and the economy, Le Groupe La Poste's combined social and environmental footprint is considerable. The Group also comes into daily contact with a large number of stakeholders. In addition, Le Groupe La Poste has long demonstrated its ability to successfully identify the issues raised in its complex and dynamic business environment in order to better anticipate future developments.





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Major changes affecting the environment and society

Climate change, the environment's impact on public health, dwindling natural resources, social vulnerability, the changing face of local and regional planning – between now and 2020, all of these issues will play a major role in the Group's further growth. They will structure its strategic choices, grounded in new business models.

Although there are no major environmental risks associated with the Le Groupe La Poste's operations, all of its businesses require information and transport systems that function properly, premises that do not adversely affect quality of life for employees and access to a supply of reliable, affordable energy in sufficient quantities. Due to the labour-intensive requirements of its businesses, Le Groupe La Poste must be able to ensure the availability and well-being of its workers. Particularly in France, this presupposes a good quality of life for citizens, which is itself dependent on the quality of ecosystems and the social environment. Lastly, to promote the health of its business activities, the Group also depends on the economic environment and the social situation in the country.

In light of the services provided by ecosystems and those made possible by the economic and social environment, Le Groupe La Poste will certainly need to confront important challenges between now and 2020. Increasingly difficult access to non-renewable energy sources, especially oil, together with climate and environmental changes, will continue to alter the nature of its markets. In the social realm, the behaviours and expectations of consumers in general and of La Poste's customers in particular will undergo further transformations, at an even more rapid pace than before. Other phenomena, such as population growth, social crises and changes in the European economy, will also have a significant effect on both financial results and strategy across all the Group's businesses.

CHALLENGE 1 – CLIMATE CHANGE

French government commitments

If the world is to keep global warming below the 2-degree Celsius limit set by the international community, global greenhouse gas emissions will need to be at least 50% below 1990 levels by 2050. Selected as the host country for the 2015 United Nations Climate Change Conference (COP21), France supports the EU emission reduction targets of 40% by 2030 and 60% by 2040. But in order to meet medium- and long-term objectives, including the French proposal known as "Factor 4", referring to a reduction in greenhouse gas emissions by a factor of 4 between 1990 and 2050, all sectors of

the economy must undergo massive and rapid transformation.

HOW DOES THIS IMPACT THE GROUP?

These political commitments have a major impact on the Group's future operational strategy. From the regulatory perspective, they will have consequences for the Group's business activities in both urban and rural areas with respect to the flow of goods and services (especially in cities) and energy consumption by buildings. In addition, as one of La Poste's major shareholders, the French state is particularly adamant that the Group lead the way in implementing the energy transition.



40% This is the EU's greenhouse gas emission reduction target for 2030 proposed by the European Commission to the member states.

As a goal for the country's researchers and manufacturers in the automotive sector, the French government has urged the development of vehicles consuming only two litres of fuel per 100 kilometres within ten years' time. By this date, the CO₂ emission limit, as a fleet average for new cars, must be lowered to 95 grams of CO₂ per kilometre.

The energy transition

In France, two-thirds of final energy consumption comes from fossil fuels, most of which are imported. The country's energy trade deficit with the rest of the world amounted to €68.5 billion in 2012. Like other countries in Europe, France has launched an open public debate on the energy transition. With the goal of achieving energy independence and in recognition of the environmental consequences of burning fossil fuels, the government has placed a priority on the development of renewable energies. It also aims to reach a decision on the role of nuclear power in the energy mix.

► HOW DOES THIS IMPACT THE GROUP?

Measures implemented to meet these goals have an impact for Le Groupe La Poste, since the regularity and continuity of energy supply and energy cost stability are major issues for the Group. In order to promote its long-term financial stability and support its key business processes, an affordable and reliable energy supply is essential for the smooth running of transport operations, information systems and buildings. The Group's climate and energy strategy must therefore address all energy issues as factors in the future growth of its businesses.

AMBITIOUS GOALS

In order to achieve energy independence, the French government has identified several key objectives:

- lower the proportion of nuclear power in energy production from 75% to 50% by 2025;
- achieve a 50% reduction in final energy consumption by 2050;
- carry out energy efficiency improvements on 500,000 homes per year by 2017;
- achieve a 30% reduction in fossil fuel consumption by 2030;
- lower greenhouse gas emissions by 20% in 2020 compared to 1990 levels (European Union target);
- raise the proportion of renewable energies in final energy consumption to 23% and in transportation to 10% by 2020.

30%

This is the French government's reduction target for fossil fuel consumption by 2030.

The French public debate on energy policy, carried out over the course of 2013, is to serve as the basis for a framework energy transition law.



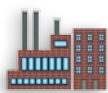
CHALLENGE 2 – IMPACT OF THE ENVIRONMENT ON PUBLIC HEALTH

Environmental quality plays a key role in protecting people's health. Several studies have found that between 5% and 10% of cancers may be attributed to poor environmental quality. For a number of years, environmental health risks have been recognised as a main priority by the World Health Organisation (WHO). New risks continue to emerge as a result of the major changes witnessed today, in areas such as technology innovation and lifestyles. These so-called emerging risks (non-ionising radiation, nanomaterials, endocrine disruptors, biological agents, etc.) give rise to uncertainty, and often controversy, related to difficulties in objectively identifying and measuring their health

effects. In the face of these challenges, governmental authorities are taking steps to reduce the French population's exposure to environmental health hazards, especially its most vulnerable citizens. And it is to be expected that further measures of this type will be introduced.

➤ HOW DOES THIS IMPACT THE GROUP?

The widespread presence of environmental health hazards in our communities has a direct impact on the Group's employees and clients as well as its operations, since local authorities implement regulations to limit pollution that restrict traffic.



In France, some 40,000 premature deaths each year are attributed to air pollution from fine particulate matter. Regulations limiting access to town centres are beginning to be introduced for internal combustion vehicles, with the aim of lowering greenhouse gas emissions, the presence of airborne particles and noise in urban environments. The installation of cell phone towers and antennae for other digital networks often stirs up controversy.

CHALLENGE 3 – DWINDLING NATURAL RESOURCES

Rapid decline in biodiversity

Between 2000 and 2050, the annual cost of biodiversity losses and the associated decline in ecosystem services worldwide is estimated at between \$2 trillion and \$4.5 trillion, corresponding to between 3.3% and 7.5% of global GDP, according to the findings released in 2010 by The Economics of Ecosystems and Biodiversity (TEEB), a global initiative focused on drawing attention to the economic benefits of biodiversity. This biodiversity crisis is an issue for France in particular. Despite numerous measures, the artificialisation of natural

areas is advancing throughout the country. Man-made pollution is also a major concern, particularly nitrates and pesticides. In order to protect biodiversity and water resources, the French state has thus called for a halt in the artificialisation of agricultural and natural areas. In response to the findings of its two stakeholder conferences on environmental issues held in 2012 and 2013, the French government is preparing a roadmap for actions relating to waste.



As a nation rich in biodiversity, especially in its overseas departments and territories, France is greatly concerned by the rapid erosion of this natural heritage.

FRENCH OBJECTIVES FOR REDUCING WASTE

- Halve the proportion of non-inert, non-hazardous wastes designated for landfill disposal by 2020 compared to 2010 levels.
- Reuse or recycle at least 50% of municipal waste by 2020.
- Reuse or recycle at least 70% of construction and demolition debris by 2020.

Resources on the wane

Over the next twenty years, some 3 billion new consumers will join the ranks of the global middle class, boosting demand for energy, food, water and minerals, an increase without any parallel in human history.

Natural resources are therefore likely to be the focus of heightened competition in markets, involving not only a significant rise in prices but also greater volatility. In this context, economies that are highly dependent on foreign natural resources will be particularly vulnerable. In addition, poor natural resource management and more extensive use of these resources will result in increased pollutant emissions and waste generation likely to adversely affect ecosystem balances and further heighten the vulnerability of natural resource supply chains.

➤ HOW DOES THIS IMPACT THE GROUP?

Certain strategic natural resources, such as rare earth elements, are key components of the Group's production equipment and IT systems, in optical drives and vehicles, for example. Poor management of these raw materials is liable to make these resources even rarer.

In France, developments in the management of agricultural and natural areas also have an impact on the Group's operations. Curbing the net artificialisation



of agricultural and natural areas, controlling diffuse pollution from agricultural activities by promoting agroecological principles and organic farming (France has called for the doubling of land farmed organically by 2017), achieving stability in the short term and reductions in the medium term of losses occasioned by flooding, increasing the safety of inhabitants and reducing time frames for returning flooded lands to normal use – all of these initiatives will transform the way in which the Group's logistics and banking operations will be carried out.

PROPOSALS WITH AN IMPACT ON THE GROUP

Several pieces of legislation currently being debated and plans in preparation in France may directly impact the Group's operations:

- framework law on cities and urban cohesion;
- biodiversity protection bill;
- bill on access to housing and a renewed approach to urban planning (ALUR law);
- bill on the modernisation of public territorial action to devolve greater responsibility to authorities in the largest cities (MAPTAM law);
- plan for energy-efficient renovation of housing;
- consumer protection bill (Hamon law);
- bill for the future of agriculture, food and forestry;
- preparation of the national waste prevention plan for 2014-2020.

CHALLENGE 4 – SOCIAL VULNERABILITY

Despite strong increases in the global consumption of resources, a significant proportion of the world population still lacks access to basic services, including sufficient food, water and energy. In addition, low-income urban residents are more exposed to health risks associated with pollution. These inhabitants live in areas exposed to multiple hazards and disturbances, recognised as “problem spots” with respect to environmental concerns. Economic tensions might therefore be compounded by political and social tensions relating to the unequal distribution of resources.

Social exclusion on the rise

In these early years of the 21st century, social exclusion is affecting an ever-widening variety of population groups. Nearly 8 million people in France currently live below the poverty line (roughly 3.5 million households). A further 8 million are believed to be teetering on the brink of poverty. There are also 5 million disabled people in the country. The elderly, a particularly vulnerable population group, will make up nearly 30% of the French population in 2040. Moreover, tens of thousands of newcomers arrive in France every year, with widely varying skill sets and French

proficiency levels. These people face a growing risk of social exclusion. The inaccessibility of sources of information or a failure to understand their content, the lack of access to basic social services or the inability to engage in any form of employment are all factors that gradually exclude people from society.

➤ HOW DOES THIS IMPACT THE GROUP?

Since everyone living in France needs to use the Group's services at one time or another, and owing to its status as one of the country's leading employers, Le Groupe La Poste has been tackling the subject of inclusion for several years now. This commitment is consistent with its values, but also with the policies and procedures it develops relating to equal opportunities and anti-discrimination. It is also in line with the Group's determination to fulfil its public service missions and offer solutions meeting the needs of all its customers, while giving them the freedom to make their own choices. Working closely with its stakeholders, the Group places great emphasis on promoting autonomy, continually working to make its products and services more accessible to everyone living in France. Emblematic of Le Groupe La Poste's social responsibility commitments, this approach extends to all aspects of customer relations (reception, sales, after-sales services).

LA POSTE, A MAJOR PLAYER IN THE DRIVE FOR SOCIAL INCLUSION

As part of its commitment to strengthening social inclusion, the French government has vowed to vastly reduce the country's poverty rate⁽¹⁾. As the consequences of the economic crisis became increasingly evident, French public authorities organised their very first conference on the subject in December 2012, which resulted in a plan to combat poverty and promote social inclusion. All stakeholders took part in the preparation of this plan. Given the sheer scale of the economic and social issues at stake, and the varied and changing nature of constraints and population groups threatened by poverty, fighting exclusion requires that public policy and private initiatives be intertwined, and that the many stakeholders involved work hand in hand.

(1) Poverty rate: the percentage of the population, whether individuals or households, having an income less than 60% of the national median income.

CHALLENGE 5 – THE CHANGING FACE OF LOCAL AND REGIONAL PLANNING

A number of key trends signal the increasing importance of local development and community-based initiatives: greater attention focused on the protection of natural areas whether agricultural, covered by forests, marine or aquatic; the development of urban biodiversity; the preservation of natural resources and the decreasing proportion of waste designated for landfills; and the French national debate on the energy transition. They will all undoubtedly drive sweeping changes in the landscape of local and regional planning. Tomorrow's sustainable communities and regions will be increasingly focused on energy and resource efficiency. They will encourage the protection of these resources and will reuse their waste to the greatest extent possible. In addition, communities and regions will favour an approach to economic

development that creates jobs at the local level and promotes social inclusion for all their inhabitants. As for the sustainable city, it will very likely be taller and more compact. Restrictions on internal combustion vehicles in town centres will contribute to cleaner air and help reduce CO₂ emissions. In order to give cities back to pedestrians, seamless transport connectivity and walkability will emerge as key priorities. In addition, the development of green spaces and community gardens will be encouraged, both separate from and integrated into the built environment. Furthermore, actions by authorities will target communities and regions with high poverty rates in particular.

► HOW DOES THIS IMPACT THE GROUP?

These coming transformations will have an impact on the Group's business activities, especially its logistics operations and the value of its portfolio of real estate assets.



Today's cities are becoming more dense around transport hubs, thus facilitating the movement of both people and goods. Businesses are increasingly structured as service centres and outlets selling local products. Buildings are being renovated to become more quickly transformable at a low cost and to enhance their energy efficiency. And in the new taller and denser cities, green mobility and multi-functional urban transport systems will increasingly see the light of day.

70%

This is the approximate percentage of the world's population and economic activity that will be urban by 2050, according to the World Bank.

New models to enact change

New global challenges have revealed the limits of traditional economic models. Emerging models are stepping into the breach, offering solutions for the issues raised in the world of today and tomorrow.

Far too often, current economic processes fail to take into account the finite supply of resources and the problem of mounting waste generated by mass consumption. In addition, the financial crisis has put into question a financial system increasingly disconnected from the financing of the economy. Furthermore, demographic changes in most parts of the world are increasing the percentage of the elderly in the population. With seniors in France already accounting for a

large majority of consumer spending, the country is witnessing the emergence of a “silver economy”, giving rise to a new demand for local services. All of these trends are encouraging the development of new economic models and new ways of talking about the complex changes under way. For Le Groupe La Poste, five structuring concepts are key: the digital economy, the social and solidarity economy, the circular economy, the collaborative economy and the local economy.



In France, seniors will account for the majority of spending across budget items in 2015: 64% for health care, 60% for food, 58% for household furnishings and equipment, 57% for leisure, 56% for insurance (Crédoc survey, 2010).

Across all sectors today, multi-disciplinary approaches are being developed in order to engineer solutions from a range of perspectives (sociological, economic, technical) that revolve around the notions of sustainability and responsible practices (the sustainable city, sustainable mobility, responsible agriculture, etc.). This broad-based movement also impacts the Group's business activities.



NEW ECONOMIC MODELS



The digital economy

WHAT IS IT?

The digital economy encompasses electronic commerce, all trade involving transfers of data and information and, more generally, all other components of information systems (services, infrastructure, underlying technology).

WHY DOES IT MATTER?

The digital economy profoundly transforms relations between companies or brands and their customers, opening up a host of hitherto unexplored possibilities, allowing users to log in and connect anytime and anywhere to communicate on an instant, real-time basis.



The social and solidarity economy

WHAT IS IT?

The social and solidarity economy refers to a broad range of organisations that share certain core features. First, they are explicitly aligned with the common good (meeting essential needs). Although many are non-profit entities, they may choose instead to limit their profits by reinvesting a certain portion of earnings to serve their social mission.

WHY DOES IT MATTER?

The social and solidarity economy transforms the nature of the organisation (endowing it with either a social or environmental purpose) and its model (decisions and results are shared).



The circular economy

WHAT IS IT?

The circular economy is restorative and regenerative by intention and design, eschewing the linear model for the production and consumption of goods and services, avoiding the depletion of natural resources and non-renewable energy sources, and reusing or recycling waste rather than sending it to landfills.

WHY DOES IT MATTER?

By favouring a closed-loop system, the circular economy transforms value chains and modifies the flow of resources across the enterprise.



The collaborative economy

WHAT IS IT?

In the collaborative economy, consumers serve each other directly rather than being served by companies, and pay for the use of goods rather than owning them. In this model, goods or services are accessed through peer-to-peer sharing, exchange, barter, sale or rental, often at the local level. New financing methods other than issuing shares of stock (alternative currencies, tontines, Islamic banking, responsible financing and crowd-funding) are gaining ground today around the world.

WHY DOES IT MATTER?

The collaborative economy transforms the notion of ownership (replacing it with temporary access and shared use), offering alternatives to traditional modes of consumption.



The local economy

WHAT IS IT?

In the local economy, a service is rendered at the local level by a local player. This model is often characterised by short distribution channels involving at most one middleman between the producer and the consumer.

WHY DOES IT MATTER?

The local economy integrates the local dimension within value chains.



OuiShare Fest, an annual event bringing together the global COLLABORATIVE ECONOMY community, is held each spring at the Cabaret Sauvage in Paris.



13% of jobs in France

Today in France, SOCIAL AND SOLIDARITY ECONOMY entities are beginning to acquire real economic clout, which is being given a legal foundation and definition by the new French consumer protection bill, known as the Hamon law. These entities currently manage 90% of establishments for the disabled, 45% of retirement homes, 30% of hospitals, a number of nurseries, more than 60% of structures providing personal assistance services, many social integration structures, etc.

At Extramuros, for example, people benefiting from social integration measures make furniture from reclaimed materials.



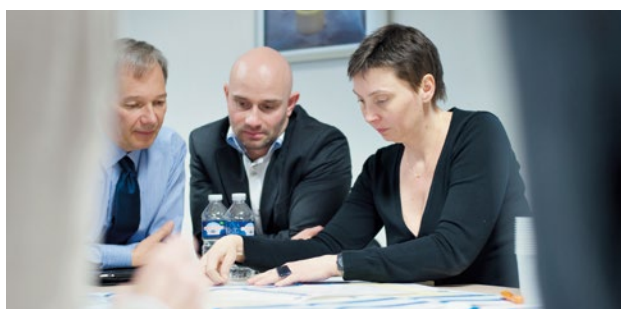
The main principles of the CIRCULAR ECONOMY are eco-design and recycling/recovery. Waste is treated as a secondary resource. Eco-design aims to take into account the environmental impact on the planet of products over their entire lifecycle from the start of the design phase. The fundamental concepts of the circular economy include industrial ecology (an approach to the organisation of exchanges in a local area or region between different economic actors whereby the “waste” output of one industry becomes the “feedstock” input of another), the reuse of products to extract their maximum value, repair and disassembly in order to reuse parts or elements both preferred to scrapping, and recycling when all other options have been exhausted. The French national waste prevention plan for the period 2014-2020 will encourage the development of the circular economy.

An “ecosystem” of demanding and diverse stakeholders

La Poste’s stakeholders form a rich and complex “ecosystem”. They all expect the Group to provide effective solutions fully in keeping with its commitment to corporate social responsibility. Backed by its universal presence and long history, La Poste enjoys iconic status throughout France, its own diversity effectively mirroring that of the nation. Due to its sheer size and significance for the population, the Group cannot disregard either the impact of its business activities on the environment or their social consequences.

The Group pursued intensive dialogue with its stakeholders in 2013, culminating in the preparation of a new strategic plan for the period 2014-2020. The members of La Poste’s Board of Directors, many of the Group’s employees, elected officials and consumer associations all took part in the joint drafting of this strategic plan. Their contributions were instrumental in the Group’s efforts to envision a roadmap for development able to achieve profitability objectives while protecting

jobs, safeguarding the environment and meeting the needs of both its employees and its customers. The Group also directed its efforts to accommodate and address stakeholder expectations concerning its active participation in local or regional transformation processes and the need to develop services in the public interest that are sustainable both for La Poste and for communities.



The members of La Poste’s Board of Directors, many of the Group’s employees, elected officials and consumer associations all took part in the joint drafting of this strategic plan.



Main direct stakeholders	Main channels for consultation and dialogue
SHAREHOLDERS	<ul style="list-style-type: none"> • Board of Directors and its committees (including the Quality and Sustainability Committee) • Annual General Meeting • Strategic seminars • Bilateral meetings
CUSTOMERS AND CONSUMER ASSOCIATIONS	<ul style="list-style-type: none"> • Group ombudsman • Structured consultation of consumer associations • Surveys, indicators and opinion polls • Meetings and exchanges with key accounts and corporate customers
EMPLOYEES AND THEIR REPRESENTATIVES	<ul style="list-style-type: none"> • Employee representative bodies • Representatives on the Boards of Directors of La Poste and its directly controlled subsidiaries • Workforce indicators, sustainability indicators • Various surveys, focus groups • “Espaces Temps Communications” (regular meetings between managers and their teams), Le Groupe La Poste publications (including <i>Forum Mag</i>, a magazine distributed to all Group employees), intranet sites (including the web-based counterpart to <i>Forum Mag</i>) • Involvement in equipment design and the improvement of business processes
LOCAL ELECTED OFFICIALS AND AUTHORITIES	<ul style="list-style-type: none"> • Representative on the Board of Directors • Partnerships with the French mayors’ association (AMF) and with the association of French regions (ARF), breakfasts with the Chairman and Chief Executive Officer • CDPPTs (French departmental bodies dedicated to examining local and regional planning issues as they affect postal services) • Surveys, indicators and opinion polls; <i>Postéo</i> (magazine for institutional partners)
SUPPLIERS AND SUBCONTRACTORS	<ul style="list-style-type: none"> • Purchasing charter, purchasing specifications, purchasing code of conduct • Dedicated supplier portal on the Group’s website, Pas@Pas portal to promote socially responsible purchasing • Joint design and construction of equipment with suppliers and staff
PARTNERSHIPS WITH NGOS, THINK TANKS AND OTHER VOLUNTARY ORGANISATIONS	<ul style="list-style-type: none"> • Programmes structured under partnership or sponsorship agreements • Participation in structures involving diverse stakeholders • Monitoring of trends and issues

MEETING EXPECTATIONS

Institutional partners

French departmental councils that have established targets relating to the energy transition are interested in ensuring Le Groupe La Poste's contribution to the achievement of these objectives. In particular, their expectations revolve around the Group's ability to reduce its energy consumption and that of its employees, to support investments in renewable energies and energy-efficient building renovation, to promote community awareness of the energy transition and to alleviate energy insecurity among vulnerable population groups. France's regional parks, which are committed to be

self-sufficient in terms of energy use by 2025, have specific expectations with respect to mobility and the built environment.

Furthermore, the French junior minister for the elderly and dependent care has asked La Poste to sign an agreement relating to the "silver economy". Among the minister's main concerns are the ability to identify elderly individuals in need of assistance and to keep them in their own homes for as long as possible, areas in which La Poste's innovations in the digital realm and its extensive networks of contacts with consumers can be of great help.



In addition to setting new expectations for the nuisance effects of transport systems, local and regional authorities in France are keen to ensure Le Groupe La Poste's participation in their local Agenda 21 initiatives to advance sustainability and in their programmes to address climate change, air pollution, energy use, access for people with disabilities and the reception of immigrants.

Key accounts and corporate customers

More frequently than ever before, corporate customers are inviting Le Groupe La Poste to join them in supporting global programmes that take action on a range of issues: reduction of greenhouse gas emissions through the Carbon Disclosure Project, human rights (corporate customers are particularly interested in verifying

the Group's compliance with the requirement to report on its progress in this area on an annual basis, its commitment to apply the principles of the UN Global Compact and, in France, the steps taken to obtain diversity accreditation), as well as initiatives to help young people, seniors and the long-term unemployed find jobs.



Expectations of Le Groupe La Poste's key accounts are made clear by way of the CSR questionnaires included as part of their procurement processes or the integration clauses that must be signed in order to be added to their lists of approved suppliers.



Key accounts are especially interested in initiatives to help young people, seniors and the long-term unemployed find jobs.

Consumers

Since 1989, La Poste has engaged in consultation with consumer associations. The Group ombudsman is responsible for steering the consultation process with accredited national consumer associations. La Poste thus maintains ties with 17 associations, issuing from three main spheres of influence: the family movement, the trade union movement and the consumer protection movement. As regular participants in a number of working groups and meetings, they play an active role in the life of Le Groupe La Poste, through their members and by taking part in various projects launched by the Group. Consultation is carried out on two levels. At the national level, it involves the participation of national representatives from the accredited associations. Each year, these representatives attend two plenary meetings with La Poste's Chairman and Chief Executive Officer and two

plenary meetings with the Chairman of La Banque Postale's Executive Board. They are also invited to attend focus meetings on specific topics, to visit sites or to take part in working group meetings. Consumer associations, the Group's governing bodies or the Group ombudsman may select the topics to be addressed and may set up specific task forces.

At the local level, the heads of the Group's regional delegations organise at least one meeting a year in each French department or region, depending on the associations' activities and coverage.

In 2013, one or more meetings were thus organised in 94 French departments. La Poste's representatives, with the consent of the associations, increasingly tend to opt for meetings at regional level or covering several departments, depending on the scope of action for each association.



Each year, a focus meeting organised by the Group's Quality Department brings together representatives from all of La Poste and Chronopost's divisions as well as national consumer associations to review progress made on handling complaints from the general public. Based on the joint analysis of findings and action plans, these discussions allow suggestions put forward by consumer associations to be taken into consideration when upgrading systems for handling and responding to complaints.

SHAPING TOMORROW'S SERVICES TODAY: A CITIZEN-ORIENTED APPROACH

In November 2013, La Poste, in association with the market research and polling firm IFOP, launched an initiative still little used in France: conferences of citizens. Three groups of citizens – rural, urban and entrepreneurs (micro-enterprises and SMEs) – were invited to examine the following question: “As a citizen of France, what services would you like to see delivered by La Poste in coming years, for yourself and for your community?” After discussing the issue with local elected officials, trade union representatives, members of consumer associations, business leaders, economic experts, etc., each group of citizens drew up a statement submitted to La Poste’s Chairman and Chief Executive Officer on 8 January 2014.

A firm attachment to the public nature of services

In their statements, both rural and urban citizens asserted their strong attachment to the idea that the French state should continue to be the Group’s main shareholder. And although rural citizens and micro-entrepreneurs recommended a re-examination of public service missions from the perspective of use, urban citizens reaffirmed their desire that La Poste proceed with the development of its public service activities.

Strong foundations

All of the citizen groups emphasised La Poste’s core strengths and values: confidence, closeness, dense network, fondness of postal workers for public service, etc. Given the current challenges facing communities and society, they all concurred that new services able to meet everyone’s needs should be introduced and that existing services should be strengthened. For example, they suggested that outgoing parcels and mail be collected by mail carriers during their rounds. While rural citizens expressed an interest in paid messenger services in conjunction with existing online offerings, urban citizens would like to receive electronic notices of delivery attempts by text message and/or e-mail, a service that entrepreneurs would only favour for registered mail.

Digital offerings slighted in marketing efforts

In their statements, all of the citizens praised La Poste’s efforts in the area of innovation, but pointed out that its solutions are too difficult to access online. They all view the digital realm as an important pillar for La Poste’s future. In addition, they are unanimous in their opinion that the Group should work to build trust in its Internet offerings (reliable third parties, storing of files, digital identity, security of transactions, etc.). Lastly, for all these citizens, La Poste needs first and foremost to communicate better and more extensively about its digital expertise, considered as “too little known by the public”, by making more apparent the full range of services offered, and especially those services available online (such as printing postage, tracking labels for recorded delivery, etc.). Furthermore, they recommend that La Poste work harder to play up its strengths in its media campaigns.

For the RURAL CITIZENS, La Poste might consider playing a role in rolling out broadband access throughout the country and in the launch of a portal for the purchase of this service at the local level.

With respect to companies, these citizens feel that La Poste should develop a system similar to the CIGALES (Clubs d’Investissement pour une Gestion Alternative et Locale de l’Epargne Solidaire, investment funds that finance micro-projects at the local level) and that it could also use its unoccupied premises to create company incubators for micro-enterprises and e-retailers or for the warehousing of e-commerce products.





About a dozen new potential areas of interest for La Poste were proposed by the URBAN CITIZENS, in fields such as transportation (home delivery of rented vehicles, personal transport services) and proximity (postal services in the home). Like the entrepreneurs, they would like to see the advent of administrative assistance services in the home.

ENTREPRENEURS feel that La Banque Postale should offer services closer to their needs and those of start-ups, in particular by way of advisors well versed in their concerns. They also envisage the development of dedicated services, such as assistance with invoicing, and especially tailored financial support services (loans and cash facilities).



Postal workers

In order to broaden dialogue with all postal workers, the Group conducts employee surveys in its various entities to keep tabs on staff expectations and satisfaction levels. Le Groupe La Poste also keeps track of employee opinions by carrying out a number of polls on a regular basis. In July 2010, it rolled out an employee satisfaction survey, which has been performed twice a year since then by an independent survey firm. The aim is to analyse and monitor their opinion of the Group, its strategy, its plans for the future and its working conditions. This survey's findings

are presented to Le Groupe La Poste's governing bodies and are translated into action plans, in particular to make the Group's strategy clearer for its employees. An opinion poll measuring employee engagement in the Group's corporate social responsibility and sustainability efforts as well as a third poll on ethics are also conducted annually using the same method. These quantitative assessments of employee awareness and perceptions are shared with senior management teams across the Group.

In 2013, La Poste organised the 23rd and 24th editions of its internal reputation assessment procedure, in association with Ipsos, spearheaded by the Communications Department (DCOM) and the Department of Human Resources and Employee Relations (DRHRS). Some 2,200 postal workers, selected so as to constitute a nationally representative sample of their population, are polled twice a year by telephone at home.

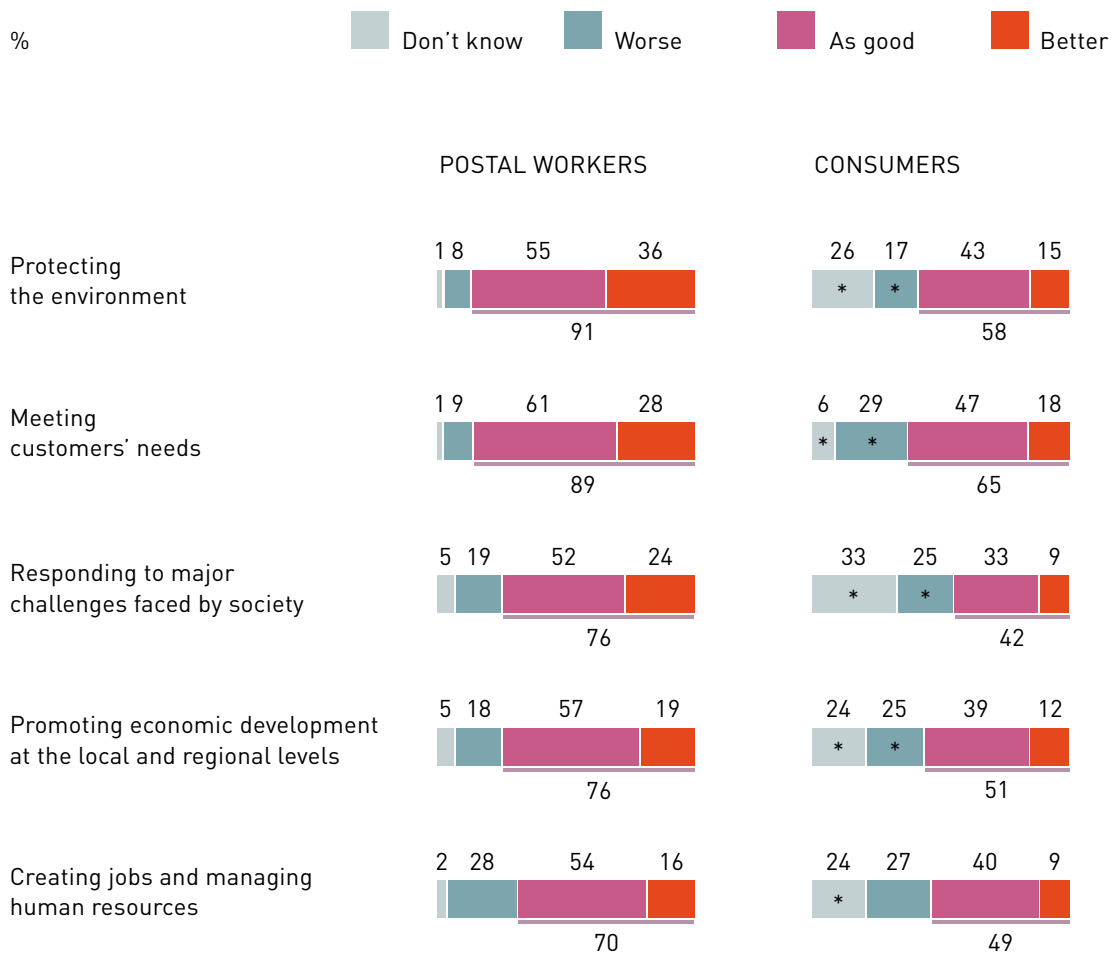


La Poste's Mail business has conducted an annual survey ("From You to Us") for the past six years, which gives postal workers a chance to have their say about their well-being in the workplace. The 6th edition in 2013 had a response rate of 56%, reflecting a significant level of interest among postal workers for this initiative. Other actions to promote the involvement of postal workers include the co-construction of projects for new sites, the cornerstone of decentralisation.

CSR AS VIEWED BY POSTAL WORKERS AND CONSUMERS

For its employees, Le Groupe La Poste clearly leads the way among other large French companies in the areas of environmental protection and customer relations. However, postal workers are less certain about the Group's success in setting an example in terms of job creation and human resources management. In comparison to the Group's employees, French consumers tend not to have as strongly held an assessment of its performance vis-à-vis other large French companies, with the exception of their opinion regarding customer relations, which garners the most favourable overall score.

Question : Compared to other large French companies, do you feel that Le Groupe La Poste's performance in the following areas is better, as good or worse?



CO-CONSTRUCTION OF STRATEGY WITH STAKEHOLDERS

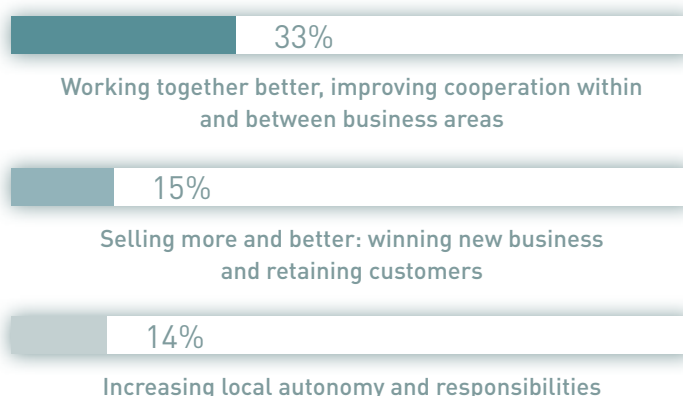
In 2013, the Group decided to prepare a new strategic plan and give itself an organisation better suited to its development goals. Represented alongside the government shareholder within La Poste's Board of Directors and on its specialised committees, elected officials, consumer associations and Group employees all took part in this process. The Board of Directors held three strategy seminar sessions in 2013 to reassess

the Group's strategic priorities and prepare its new strategic plan for the period 2014-2020, due to be launched in the first half of 2014. The proposals issued by the Board of Directors, but also those received from 150,000 of the Group's postal workers, trade unions, consumer associations and elected officials consulted over the course of 2013, made a significant contribution to the work in progress.

Giving employees a stake in the future of their Group

For the construction of its strategic plan for the period 2013-2018, the Group introduced an internal participatory process. With more than 150,000 participants, 23,000 workshops completed and 45,000 ideas presented, this initiative met with strong support among postal workers, including those employed by La Poste subsidiaries. The results of this process were communicated to all

postal workers in the form of a special supplement to *Forum Mag*, the Group's employee magazine. This supplement provided an overview of the main areas for action selected by staff members, together with a representative selection of the ideas proposed for each. In addition, newly established unit within the Group will facilitate the continuation of this strategic dialogue with employee representatives.



Highest priority area for action mentioned by postal workers in connection with the new strategic plan

The Group has long favoured participatory innovation. This approach was developed further in 2013 within all Group entities, via intranet sites set up for the sharing and dissemination of ideas, as well as innovation contests to elicit new proposals relating to the core features of a service-oriented attitude.

Employees shared over 12,318 ideas in 2013. A jury selected the year's most outstanding ideas and their contributors were awarded the Group's "Qualiades" trophies by the members of La Poste's Executive Committee and the senior managers in each business area at a special ceremony.

6TH EDITION OF THE “QUALIADES” TROPHIES: A FOCUS ON SERVICE

The quality of projects submitted improves each year: 197 projects and nearly 500 winners have been recognised since the creation of the “Qualiades” trophies in 2007. Below we highlight several award-winning projects submitted in 2013.

Responsible innovation in Lorraine

Since November 2011, Le Groupe La Poste has been the driving force behind Innovation Responsable en Lorraine, an initiative bringing together some fifty of the region’s business and institutional players: large corporations, chain stores, development agencies, competitiveness clusters, universities, research laboratories, local and regional authorities, associations, etc.

A number of special events are scheduled each year under this initiative: workshops and conferences, the cultivation of ideas among students with the “Jeunes et Territoires” trophies, the recognition of actions in favour of the disabled via the Handdifférences trophies, the publication of lists of standout local enterprises and micro-enterprises in terms of sustainability innovation, and the promotion of the region’s innovative players among the general public using a game-based approach. The entire initiative is mentored by a group of leading national and international experts.

Remote customer care game

A remote customer care agent at the Group’s customer relations centre in La Roche-sur-Yon has created a remote customer care game inspired by the classic board game Snakes and Ladders as well as Trivial Pursuit™, designed around the duties and responsibilities of agents at the customer relations centre. Remote customer care agents are now able to test their knowledge every day thanks to this new approach, which involves a game board, a pair of dice and 63 cards with questions that are regularly updated to reflect La Poste’s latest developments. Players move their pieces forward on the board by correctly answering each question, thus validating their professional knowledge, while also having the satisfaction of winning the game! All the agents were immediately drawn to this original concept. The game has now become a regular feature of their work at the centre, with agents beginning each day by playing a round. The introduction of this concept does not involve any cost for the entity.

A MANAGERIAL MODEL BASED ON DIALOGUE

Le Groupe La Poste has opted for a managerial model placing a great deal of emphasis on good dialogue between managers and team members. The Group encourages this dialogue in four main ways:

- regular team meetings, known within the Group as ETCs (for “Espaces Temps Communication”), led by the local manager. ETCs are times set aside to pass on information and listen to each other’s concerns. Totalling at least one hour per month, divided differently depending on the business area, ETCs are used by managers to update staff on the latest business news and the Group’s most recent developments as well as to raise awareness of Group-wide issues, in particular ethics, the service-oriented attitude and CSR;
- additional regular team meetings to discuss issues affecting the team and the site and address day-to-day concerns in the workplace and work schedules within the team. At site level, this participatory approach gives rise to site projects that contribute to the improvement of customer relations and the enhancement of well-being in the workplace. The Group strongly encourages each site to draw up a specific project in liaison with its staff;
- regular face-to-face meetings with individual employees to support them and monitor their progress;
- a dedicated e-mail address for postal worker support, which can be used by all employees to inform the Group about unsatisfying aspects of their working environment.

Key accounts as co-constructors of future offerings

Today, through regular consultations and the joint development of products and services specifically tailored to their needs, Le Groupe La Poste builds its range of offerings in partnership with its key accounts. Recently, ColiPoste thus held a special event, inviting a panel of its business customers to approve one of two proposals for a flagship carbon offset project. As part of its process in 2012 for the updating of its service commitment charter for its strategic key accounts, the Mail business arranged meetings between its sales representatives and representatives of each of these accounts in

order to obtain their input. The aim was to hear from them about their expectations, especially with respect to the range of services for sending and receiving mail, customer relations, after-sales service, online services and environmental protection. The key accounts surveyed mentioned in particular the creation of a new portal dedicated to relations between the Mail business line and its customers; the availability of tailored, industry-specific and personalised products and services; and the development of forums for discussions with other customers to share expertise or identify synergies.

Working effectively with elected officials and institutional partners

In order to foster win-win cooperation with elected officials and institutional partners, the Group has adopted a very comprehensive system for monitoring developments and the exchange of ideas, covering all decision-making levels and all pertinent aspects of local and regional planning. In 2014, the Group will launch a project to examine the development of transparent and shared lobbying practices, in keeping with its code of ethics. Parliamentarians are

welcome to ask questions, report possible problems and discuss the ways in which the Group's strategies are implemented at local level. La Poste has also appointed a special representative to defend its interests before the French parliament. Parliamentarians and Board members thus have access to a single contact responsible for conveying all the necessary information for legislative work related to the Group and its public service missions.

ANTICIPATING CHANGE

In Brussels, the Group has a permanent representative office charged with monitoring developments and institutional relations with the European Commission and Parliament. Among other initiatives, this office publishes a newsletter distributed to the Group's decision-makers so as to keep them informed of changes in European governance and EU projects that could affect La Poste. The representative office puts forward La Poste's point of view and promotes its achievements to European institutions.

In France, the Group has set up a parliamentary monitoring unit to marshal its resources for the examination of bills currently before the French parliament. The wide range of business activities pursued by the Group gives it considerable visibility into the consequences of the enactment of laws and enables it to raise possible difficulties with parliamentarians.

La Poste's Chairman and Chief Executive Officer extends an open invitation each month to all French parliamentarians to attend informal breakfast meetings at the Group's head office also attended by Executive Committee members. During these meetings, he updates them on the Group's strategy

and developments in its business activities.

Parliamentarians are welcome to ask questions, report possible problems and discuss the ways in which the Group's strategies are implemented at local level.

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La Poste also partners with national organisations representing elected officials as well as local and regional authorities (Mairie 2000, ARF, ADGCF, AMGVE, AMRF, ANEM, APVF, FVM, etc.). Once each year, La Poste's Chairman and Chief Executive Officer meets with the elected officials serving on the boards of these associations in order to share thoughts, ideas and information. In addition, by attending the annual conferences held by these associations, La Poste contributes to their deliberations and provides guidance for their projects.

In each French region, La Poste's Chairman and Chief Executive Officer appoints a Group representative to liaise with elected officials.

True to its values of local presence and transparency,

La Banque Postale has strengthened its ties with local public sector stakeholders by setting up a local finance steering committee composed of elected officials, former parliamentarians and experts. This committee's responsibilities include long-term forecasting, monitoring and advisory services (risk assessment, keeping abreast of developments, proposals for new services, etc.).

THINKING AND ACTING SUSTAINABLY

La Poste has continued its institutional cooperation with ADEME, the French environment and energy management agency, and the Ministry of Ecology, Sustainable Development and Energy through CDDEEP, the French sustainable development club for public sector institutions and organisations. Furthermore, Poste Immo plays a key role in market and governmental discussions relating to regulations for the renovation of commercial buildings in France. Representatives of the entity are also active participants in the working groups drawing up future regulations (including the Plan Bâtiment Durable and the Régulation Bâtiment Responsable 2020, respectively France's sustainable building plan and its responsible building regulation due to replace the 2012 thermal regulation). Committed to significantly reducing its environmental footprint, the Group thus gives itself the means to realise its ambitions, while ensuring that any regulatory decisions made are operable and financially feasible.

La Banque Postale is publicly in favour of introducing the "fichier positif" (a national register listing all people who have one or more consumer loans outstanding) under the auspices of the Banque de France. By listing all loans taken out, this register would provide a comprehensive overview of a customer's indebtedness. Without supplanting the other necessary verification procedures, it would protect customers from problem debt before they reach the stage of over-indebtedness. This sort of register, which already exists in the vast majority of countries, has proved its worth to ensure responsible lending practices.

Lastly, with regard to certain issues, the Group often finds it necessary to proceed with an analysis involving the participation of diverse stakeholders. The Group has therefore entered into agreements with structures accustomed to taking part in developments affecting legal and regulatory frameworks. In particular, the Group has been a member of three clubs under the auspices of Com'Publics, a French political lobbying and media

relations company, since 2013: Club des Voitures Écologiques; Club Autonomie et Dépendance, Bien Vieillir Ensemble; and Club du Dernier Kilomètre de Livraison. In addition, the Group is proud to be a member of the organisations described below:

Institut de l'Économie Circulaire

The Institut de l'Économie Circulaire was founded in 2013 at the initiative of Le Groupe La Poste, along with other partners. The Group assisted with the definition of the institute's strategy and position vis-à-vis the French government's second environmental conference held in September 2013. It also took part in two working groups, one focusing on legal issues and the other on the application of the "cradle to cradle" philosophy to the circular economy. The Group also attended the first parliamentary meetings on the circular economy in November 2013.

Entreprises pour l'Environnement

Entreprises pour l'Environnement (EPE) is an association bringing together some forty French and international companies having agreed to work together to better integrate environmental considerations in their strategies and day-to-day operations. Le Groupe La Poste has been a member of this association since 2006. The Group is an active member of the association's Climate Change Committee as well as several of its working groups on various issues.

Association Française des Managers de la Diversité

The Association Française des Managers de la Diversité (AFMD) offers a forum for exchanges and the sharing of experiences in diversity management involving the participation of senior managers, diversity officers and human resources personnel. The association's aim is to propose concrete and practical solutions and disseminate innovative ideas for action plans. It draws heavily on its members' experience and serves as a recognised intermediary for exchanges with institutions and policymakers.

Avere-France

Founded in 1978 at the initiative of the European Commission, Avere-France is a professional association that works to promote the development of electric transport and mobility in France by providing information and sharing ideas and expertise, backed by an international network of experts. Avere-France brings together the main parties involved in the development of electric vehicles in France. Le Groupe La Poste is a long-standing member of this association and serves on its Board of Directors.

SHARED REFLECTION WITH PUBLIC SECTOR INSTITUTIONS AND ORGANISATIONS

Founded in October 2006, Club Développement Durable des Établissements et Entreprises Publics (CDDEEP) brings together some sixty members. Its objective is to foster strategic analysis of sustainable development and its implementation within public bodies. Guided by the commitments made at the Grenelle de l'Environnement roundtables, the association's mission is to ensure that the actions of public authorities are exemplary in this regard. As a signatory of CDDEEP's sustainable development charter, Le Groupe La Poste takes part in the club's plenary meetings and working groups.

A LONG-ESTABLISHED AND FRUITFUL DIALOGUE WITH ELECTED OFFICIALS

In France, the Commissions Départementales de Présence Postale Territoriale (CDPPTs, departmental bodies dedicated to examining local and regional planning issues as they affect postal services) and the Observatoire National de la Présence Postale (ONPP, a postal service monitoring agency) have grown into genuine forums for exchanges with elected officials. They enable the co-construction of solutions, guaranteeing a balanced and equitable postal presence throughout the country.

An enduring, integrated approach to the sharing of views

Every year for the past fourteen years, La Poste's Chairman and Chief Executive Officer has held a meeting in Paris bringing together all CDPPT chairmen, to brief them on Group strategy and discuss local and regional planning issues. In 2013, this meeting offered the opportunity to discuss the Le Groupe La Poste's re-examination of its strategic priorities. Outside Paris, nearly 300 CDPPT meetings were held in all French departments in 2013. These meetings are attended by local elected officials (mayors, departmental and regional council members), the French state represented by the prefect or his/her representative and La Poste (heads of the Group's regional delegations, departmental representatives and senior managers in its various business areas). It is during these meetings that elected officials and La Poste representatives decide upon expenditure allocations.

Attentive to local elected officials

The postal presence agreement renewed in January 2014 between the French state, the French mayors' association and La Poste has further reinforced the role of the CDPPTs, broadening their scope of action. Local elected officials had been consulted to discuss their expectations for the renewal of this agreement as part of a major process organised in the spring of 2013. More than 130 meetings thus allowed elected officials to have their say, to share their expectations and propose new ideas. The new agreement places a priority on improving access to services, especially through digital channels: postal products and services of all types must be made available to the public, especially in the areas of the country eligible to receive equalisation fund payments. Considerable emphasis is also placed on the initiative to pool public services, in order to reduce regional disparities in terms of the local availability of products and services. In this respect, the integration of postal services within existing pooled service areas is a strategic priority. The pooling of services may also take other forms, in particular by opening up the system to new types of partners.

Expanded roles for the CDPPTs and the ONPP

At the national level, the ONPP (Observatoire National de la Présence Postale), established in December 2007, is responsible for monitoring the implementation of the local postal coverage agreement. It keeps a close watch on the administration of the postal fund for geographical equalisation, the work of the CDPPTs and the development of the postal network. It also focuses on proposing concrete solutions to improve relations between La Poste and its partners. The new agreement gives the CDPPTs a more significant presence within the ONPP. It also expands the scope of the ONPP's responsibilities, which now include the assessment of work carried out by the CDPPTs. In particular, the ONPP may now notify the agreement's joint signatories whenever it becomes aware of significant discrepancies between actual and forecast expenditure. The ONPP is also responsible for approving any new form of service pooling and for the pilot testing of pooled local services proposed by the CDPPTs. The CDPPTs have more room for manoeuvre in administering the equalisation fund in order to improve access to postal services, in setting priorities for projects and in managing projects, which are assessed over the three-year term of the agreement. They may also propose pilot tests, especially of pooled services.

KEEPING STAKEHOLDERS INFORMED

In 2013, the Group launched an initiative to define a new approach for the communication of its CSR achievements. The Group's messages about its commitments, its procedures and its results, although substantial in number, were judged as having not adequately reached their audience. Carried out in collaboration with communications, business

development and CSR staff at the head office, in the main business areas and the subsidiaries, this initiative resulted in a new characterisation of the Group's position and new approaches to communication. In 2014, a communications plan will be implemented along these lines involving coordination between the various Group entities.

In-house and external publications

A range of publications are used by the Group to communicate with its stakeholders. For the Group's employees, there are two main in-house magazines that keep them updated with the latest news and events relating to the Group and for each of its business areas: *Forum Mag* and *Jourpost*. Among publications for institutional partners, the magazine *Postéo* is distributed to all elected officials. In 2013, *Postéo* published a supplement scheduled to coincide with Mobility Week in France entitled "Le Groupe La Poste, acteur de la mobilité durable" (Le Groupe La Poste, working towards sustainable mobility), disseminated to all regional delegations as well as across the Group's main business areas and subsidiaries. In addition, a special issue entitled "Offre responsable" (Responsible products and services) was distributed to elected officials in 2013. This special issue was also used as a

communications tool by the Group's various entities during national or regional events. The in-house magazine *Cohésion* reports on current topics of particular interest and includes the contributions of internal or external experts. Two issues were published in 2013, one dealing with gender equality in the workplace, timed to coincide with the proposed legislation on this subject, and the other concerned with public service, in conjunction with the renegotiation of the public service agreement. Following a study of its readership, the Group's sustainability newsletter, previously published as *La Lettre du Développement Durable*, has been given a new focus and is now known as *Lettre RSE*. The aim of this change was to make the newsletter accessible to all Group entities. At the end of 2013, this weekly publication had 3,352 subscribers.



Forum Mag



Jourpost



Postéo



Lettre RSE

Social media

The Le Groupe La Poste's presence on social media illustrates its service-oriented attitude and its attentiveness to the needs of its customers on a day-to-day basis. The Group follows online opinion (through blogs, discussion forums, social networks) and uses its Facebook page, Twitter and Google+

accounts to spread information about its business activities and its offerings, provide services (such as the tracking of postal items) and engage customers in a dialogue that is consistent and convergent across all of its digital channels. It is also present on the Dailymotion and YouTube video portals.

Newsletters published by partners

Newsletters published by the Le Groupe La Poste's partners offer an opportunity to underscore the Group's achievements in a multi-stakeholder context. Several articles of this type have been

published in the newsletters of the Club des Voitures Écologiques, the Club du Dernier Kilomètre de Livraison and EPE.

Taking part in public debates

PARLEMENT DES ENTREPRENEURS D'AVENIR

Established to recognise the efforts of ground-breaking entrepreneurs, non-profit organisations, and government representatives all working to further the emergence of an innovative and responsible economy, the Parlement des Entrepreneurs d'Avenir pays tribute to businesses and organisations that successfully align social responsibility with effectiveness, all the while maintaining their strong commitment to ethics and the protection of the environment. The third edition of the Parlement in 2013 was hosted by the Conseil Économique, Social et Environnemental in Paris. As a partner of Entrepreneurs d'Avenir, La Poste contributed to two roundtable discussions, one focusing on innovation within companies and organisations, and another on the role of governance in the development of human capital. The Group's Chairman and Chief Executive Officer also spoke at the Parlement's opening session.

ASSISES NATIONALES DU DÉVELOPPEMENT DURABLE

La Poste was a partner of the seventh edition of the Assises Nationales du Développement Durable, which were held this past year in Marseille. These proceedings offered an opportunity to raise the profile of La Poste's sustainability initiatives throughout France. Apart from the presentation of its actions in this area by way of a specific stand at the

event, Le Groupe La Poste shared information on its initiatives at one plenary meeting and two workshops.

ECOCITY

In 2013, Le Groupe La Poste's CSR Department lent its support to the Group's Pays de la Loire regional delegation so that it could represent the Group at the Ecocity world summit on sustainable cities, as part of the programme of events held during the year in Nantes, crowned European Green Capital for 2013 by the European Commission. La Poste's contribution mainly dealt with sustainable mobility and the Group's commitment to the development of ecological vehicles within so-called captive fleets.

PRODURABLE

Le Groupe La Poste renewed its partnership with the Produrable trade show in 2013, taking part in four sessions, the plenary meeting "CSR made in France", "The BOP outside your door", "Today's new economies: circular, blue, etc." and "Carbon-free transport" with Y. Xemard of the Mail business line. The Group presented its range of responsible products and services at its eco-designed 18 sq.m stand. Apart from its participation under the partnership, Le Groupe La Poste was invited by other partners to take part in a workshop entitled "New reporting obligations" and by the Institut du Mécénat de Solidarité (IMS) for the awarding of the Mecenova trophies.

REPORTING ON PERFORMANCE AND PROGRESS

New regulatory obligations

The year 2013 also saw the entry into force of the obligations under Article 225 of the Grenelle II law, covering the information provided by companies on the social and environmental consequences of their business activities and on their social commitments relating to sustainable development. This information must be included in management reports, thus superseding the former non-financial reporting obligations under the law on new economic regulations (NRE law).

Le Groupe La Poste included an appendix providing this information in both its registration document and management report for financial year 2012, accompanied by the statement on the completeness of this information drawn up by the Group's Statutory Auditors. For both of these documents as for the

annual report, the scope of operations used for the social and environmental indicators comprised La Poste, La Banque Postale and Mediapost. The information provided with respect to the 2012 financial year also reflected a comprehensive update of the CO₂ conversion factors.

In 2013, La Poste's Statutory Auditors performed three verification procedures relating to the Group's 2012 results:

- verification of the indicators published in the management report with a view to obtaining a statement of limited assurance. This statement of limited assurance was obtained, although there were two qualifications relating to training certificates and the Group's reporting on CO₂ emissions and energy consumption.

- for the first time, CO₂ emissions covered by offsets were verified in order to obtain two statements of reasonable assurance, one for the Mail business and one for ColiPoste.

In the second half of the year, preparatory work for the 2013 reports was carried out in order to ensure

compliance with the deadlines for the drafting of the management report despite the more stringent regulatory requirements. On 21 February 2014, La Poste's Statutory Auditors issued a statement of reasonable assurance for the Group's 2013 management report, without qualification.

Voluntary disclosures and responses to requests for information

Several other reports on corporate social responsibility issues were prepared by the CSR Department with respect to the Group's performance in 2012. The scope of operations covered in these reports varied depending on the stakeholders involved:

- overview of responsible development activities in the "Performance" chapter of the annual report;
- qualitative and quantitative reporting on the Group's policies and results with regard to environmental protection (focusing on greenhouse gas emissions in particular) for the International Post Corporation (IPC). In 2013, the information provided was verified in relation to the Group's results by the IPC's Statutory Auditors, with a view to obtaining a statement of limited assurance, whose conclusions were favourable. The report drawn up for the IPC was also used as the basis for the information provided to the Union Postale Universelle;

- the Group's CSR Report and its CSR Overview, the former including for the second consecutive year a cross-reference table identifying the locations within the report of the disclosures included in the guidelines issued by the Global Reporting Initiative (GRI);
- validation of the Group's reporting on its progress as a member of the UN Global Compact.

In 2013, the Group also responded, via its CSR Department, to a significant number of external requests for information:

- requests for additional information received from the external rating agencies Ethifinance and Vigeo;
- response to the PAP50 Entreprises survey conducted by Riposte Verte and WWF France, which assesses the paper use policies of the 50 largest companies in France.

A COMMITMENT TO TRANSPARENCY WITH SUPPLIERS

La Poste prides itself on making sure that all eligible suppliers are able to bid for its contracts. To this end, La Poste makes its general purchasing terms and conditions freely available for download from the "Suppliers" section of its website www.laposte.fr. In addition, it announces all purchasing transactions involving amounts exceeding the European threshold in the *Official Journal of the European Union* (OJEU). For certain categories of purchases, this announcement is also made in trade publications. For SMEs, a connection has been set up with the website operated by the association Pacte PME allowing it to automatically inform its users of all purchasing opportunities published on the website by the Group. In June 2010, Le Groupe La Poste signed the Charte des Relations Inter-Entreprises, developed by a special task force made up of French government representatives and members of the Compagnie des Dirigeants et Acheteurs de France (CDAF, the French industrial buyers' association), intended to promote fair practices and improve relations between major clients and SMEs. They are reminded of the terms of this charter in the Group's Guide to Ethical Purchasing. They are also informed of the existence of the Pas@Pas supplier portal, on which they can publish their purchasing consultations intended for the sheltered sector and organisations that promote social integration through employment.



The brochure "Becoming a supplier for Le Groupe La Poste" encourages SMEs to bid for the Group's contracts and facilitates their bidding process.

SHARING THE BENEFITS OF THE VALUE CREATED BY THE GROUP

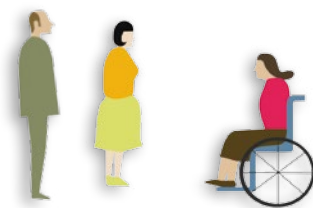
Le Groupe La Poste net cash flow

CASH INFLOWS	Gross operating profit for the Group's industrial and commercial activities ⁽¹⁾ (after adjusting for the French tax credit for competitiveness and employment, known as the CICE) ⁽²⁾	Dividends received from La Banque Postale and equity-accounted entities
	€571 million	€267 million
	Capital increase	Other cash inflows
	€600 million	€110 million
	Change in WCR ⁽³⁾	
	€144 million	
CASH OUTFLOWS	Net cash flows from investing activities	Net interest expense
	€1 561 billion of which €800 million to increase La Banque Postale's equity capital	€172 million
	Dividends paid to La Poste shareholders	Other cash outflows
	€171 million	€106 million
DIFFERENCE	Increase in net debt	
	€318 million	

(1) Gross operating profit = revenue – cost of goods sold – selling, general and administrative expenses – taxes.

(2) Reported gross operating profit = €824 million and the CICE adjustment (no cash impact in 2013) was a charge of €253 million.

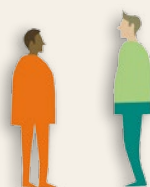
(3) Working capital requirements.



Corporate social responsibility is central to our strategy

Redefined in 2013 after a vast participative project, Le Groupe La Poste's strategy reaffirms its ambitious corporate social responsibility goals. New objectives have also been set to achieve two major commitments.





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A strategy to “win” the future

As we approach 2020, such factors as global warming, environmental and health-related issues, increasingly scarce natural resources, deteriorating social conditions, and changing demographic and economic trends will play a key role in the Group’s development, determining its strategic choices and future business models.

After almost one year of work and the publication of a draft strategy in the summer of 2013, La Poste completed its new strategic plan, entitled “**La Poste 2020 – win the future**”, in early 2014. This new plan puts the human factor and trust at the heart of the customer relationship. La Poste believes that the convergence of its networks will enable it to simplify the future for its customers, by being there for everyone, everywhere and every day. To achieve this ambitious goal, the Group is undertaking an

in-depth transformation that will involve:

- accelerating the growth of current business lines, to win new customers and secure their loyalty in a highly-competitive environment;
- developing new activities and services;
- pursuing growth through acquisitions and alliances;
- making corporate social responsibility a part of everything we do.



Announced on 28 January 2014 by the Le Groupe La Poste’s Chairman and CEO Philippe Wahl, this new strategic plan provides a road map toward the Group’s objectives: providing and modernising public services and developing new public interest services; accelerating and expanding current business lines; winning new markets; preparing and negotiating a labour-management agreement; improving competitiveness and getting the Group back on a sound financial footing.

Accelerating the growth of current business lines

The strategic plan calls for continuing and accelerating the following action plans in each business area.

- The objective for Mail is to consolidate its position as a premium medium in the overall multi-channel customer relationship and to become the premier smart logistics network and the leader in home services.
- The mission of International Parcels & Express is to help companies develop business with their foreign customers by facilitating business-to-consumer communication and deliveries. This division's objective is to become Europe's leading distributor of parcels to consumers.
- The La Poste service network will seek to establish a position as the leading post office and sales outlet network for public and other services. It will also serve as a sales infrastructure for La Banque Postale, La Poste Mobile and Pro offerings for all Group business areas.
- La Banque Postale's goal is to accelerate growth by providing all customers with the financial services they need, starting with consumers (regardless of income) and including Pro and other business clients.
- As for Digital, its objectives will be to accelerate the Group's digital transformation, to align innovation with the digital ecosystem and ensure a seamless customer experience for all La Poste services, while developing new services, such as being a trusted third party in digital transactions.

Winning new markets

Developing current business lines will not be enough to meet the challenges of today's business environment – the Group must also expand its business model and win new markets. La Poste is well armed to achieve this objective, with strong values, solid networks, diverse business areas, committed employees, loyal shareholders, trusting customers and the expertise it has gained in linking the physical and digital worlds. These strengths enable La Poste to enter new and fast-growing

markets. By investing in new services the Group will be able to meet the needs and expectations expressed by customers at Citizen Conferences, and by the postal employees and elected officials who participated in the preparation of the Group's strategic plan. In conducting these new projects, the Group's principles of corporate social responsibility will be observed, as they currently are in all its activities.

Linking the physical and digital worlds



⁽¹⁾ Real estate management services, mobile telephony, Internet box and related services.

Fulfilling public service missions and developing new public interest services

La Poste is committed to providing even better service, to intensifying its efforts to prevent banking exclusion, and to working with the government on such issues as facilitating access to banking services, special low postal rates for newspapers

and magazines, and the scope of “universal service”. In addition to its public service missions, La Poste would like to expand its civic action and is currently examining several possibilities that could lead to new public interest services.

Negotiating a new labour-management agreement

La Poste’s new strategic plan will enable it to prepare for the future. One of the keys to implementing the changes that will be necessary is to provide a positive environment where postal employees are actively engaged in and benefit from this transformation. This is why a new labour-

management agreement will be proposed to union representatives within an expanded framework of strategic and social dialog that will focus on six key areas – training, agility, equity, proximity, solidarity and trust.

Improving competitiveness

Lastly, to ensure its long-term growth and development, Le Groupe La Poste must become more competitive. This will require an overall

effort to reduce operating costs (by adapting them to work loads), fixed costs and head-office expenses.

Our continuous commitment to CSR and sustainable development

Le Groupe La Poste has demonstrated its commitment to corporate social responsibility since 2003, when its sustainable development policy first took shape in the 2003-2007 “Performance and Convergence” strategic plan. With each successive plan, this policy has been renewed and reaffirmed. As a result, corporate social responsibility is now at the heart of the 2014-2020 strategic plan, which was outlined in July 2013.

By 2011, the experience the Group’s entities had gained made it possible to more precisely define the CSR mission and prioritise actions through 2015. The Corporate Social Responsibility department was set up in early 2011 and La Poste’s CSR policy was drafted and validated by its Executive Committee in September of that year. It is this policy that is being updated for the new 2014-2020 strategic plan.

A LONG-STANDING COMMITMENT TO CSR

1997	2003	2004	2005	2006
Launch of the "Milky Way" fund, the first to focus on SRI	Signing of the United Nations Global Compact	Group-wide agreement on the principles and methods of employer-employee dialogue	Framework agreement on equality in the workplace	Signing of the Diversity Charter and the "Equality Label" is obtained
2007	2008	2009	2010	2011
Employee incentive plan is set up	Sustainable development becomes the governing principle of the "Performance and Confidence" strategic plan	<ul style="list-style-type: none"> • La Banque Postale Asset Management signs the United Nations Principles for Responsible Investment • The "Diversity Label" is obtained 	Signing of the United Nations Global Compact initiative to promote gender equality – Women's Empowerment Principles – Equality Means Business	New Corporate Social Responsibility policy

Our renewed ambition

Le Groupe La Poste's ambition is to contribute to the sustainable economic development of local communities by facilitating access to all types of services. Over the six years from 2014 to 2020, we intend to become the leader in mail and parcel distribution and local services. We will therefore adapt to local communities as their needs evolve and will work with all stakeholders to meet new social and environmental challenges. To achieve these objectives, Le Groupe La Poste has made two major commitments.

COMMITMENT 1

"To set the standard for corporate social responsibility, by providing responsible products and services that are genuinely useful and accessible to all, and by reducing any negative externalities⁽¹⁾ that may arise from our activities." This commitment strengthens our previous commitment to "conduct our business in an increasingly responsible way, by incorporating CSR at every step of our processes and in everything we do".

COMMITMENT 2

"To support regional and local economic development that serves the public interest, creates jobs, promotes personal autonomy and social inclusion and improves the quality of life." This commitment further specifies our previous commitment, which was to "play an active role in sustainable development by sharing our ambition with our stakeholders and mobilising social forces to promote community projects".

(1) Negative externalities are labour/social costs (e.g. hazardous work without sufficient compensation, job transfers and job insecurity) and environmental costs (e.g. smog, particles, toxic clouds, noise, congestion, damage to sites, less biodiversity and depletion of soil and mineral resources).

Our main objectives for 2020

RESPONSIBLE PRODUCTS AND SERVICES

- Ensuring that a greater share of the assets that La Banque Postale Asset Management (LBPAM) manages are subject to ESG criteria: the target for 2020 will be determined in 2014.
- Ensuring that a greater share of LBPAM's assets under management are subject to SRI criteria: the target for 2020 will be determined in 2014.
- Continue full carbon offsetting of Mail & Parcel service and Express International Parcel service until at least 2015.

ENVIRONMENTAL ACTIONS

Le Groupe La Poste will:

- Support the energy transition.


French law prescribes that greenhouse gas emissions be cut by three fourths by 2050, by reducing total energy consumption and switching to renewable energies.



By 2020, the Le Groupe La Poste's objective is to reduce emissions of greenhouse gases (GHG)⁽¹⁾ by 20% with respect to their 2013 level, in keeping with the target set by the International Post Corporation (IPC).

- Turn waste into a resource.

By 2020:

 at least
80% of the Group's electrical and electronic waste will be recycled.

 at least
80% of used office paper will be collected for recycling.

HUMAN RESOURCES ACTIONS

With respect to its employees, the Group's ambition is not only to observe human rights in every community it serves, but also to improve their quality of life through a greater awareness of their personal situation and of their desire to play a more active role in their company. In addition to the "Human Resources" action plans and commitments of the labour-management agreement to be negotiated in 2014, the Group will propose that its employees engage with it in community initiatives and will also provide assistance to La Poste employees who are in hardship.

SOCIAL ACTIONS

With respect to society in general, the Group will pursue its actions to promote the development of socially-responsible services that contribute to employment and to the sustainable development of local communities, and which facilitate access to essential goods and services for people who are in hardship⁽²⁾.

(1) Includes the direct and indirect emissions resulting from the consumption of electricity, steam, heat or refrigeration.

(2) Essential goods and services include food, healthcare, housing (including energy and water for the main residence), telecommunications (telephone and Internet), transportation and culture.

Commitment 1

“To set the standard for corporate social responsibility”

Providing services that are respectful of people
and the environment / 52

Developing our human resources / 62

Reducing our environmental footprint / 92

PROVIDING SERVICES THAT ARE RESPECTFUL OF PEOPLE AND THE ENVIRONMENT

For Le Groupe La Poste, setting the standard in CSR means providing our customers with services that are respectful of people and the environment, and which address all CSR concerns, from design to delivery.

Designing new services with CSR in mind

Le Groupe La Poste wants everyone to be able to benefit from its services. Environmental and social concerns are integrated into each step of the design, planning and marketing of services, and marketing staff observe CSR guidelines. For example, La Banque Postale requires that the documentation for each new product include a checklist for environmental, social and corporate governance (ESG) criteria that ensures that 19 non-financial criteria have been taken into account. Some examples of these criteria include advising customers ethically, ensuring transparency, simplicity and clarity, and preventing climate change and tax evasion. In 2006, La Banque Postale also introduced its Investing Differently line of

investment products, which includes socially-responsible investment (SRI) funds for individual and institutional investors. In 2013, the five Investing Differently funds – LBPAM Responsable Actions Euro (“euro equities”), LBPAM Responsable Actions Environnement (“environmental equities”), LBPAM Responsable Actions Monde (“global equities”), LBPAM Responsable (“social investment in equities”) and LBPAM Libertés et Solidarité (“freedom and solidarity”) – were once again awarded the Novethic SRI seal of approval, and the Responsable Actions Solidaire and Libertés et Solidarité funds received the Finansol social investment label.



Green Letters, which were introduced in October 2011, are not delivered by air mail in France, which reduces Mail's carbon emissions.

RESPONSIBLE PRODUCTS AND SERVICES

Mail & Parcels



The paper used to make standard Marianne stamps and artistic stamps is made from paper obtained from sustainably managed forests.



These stamps, which were introduced during Sustainable Development week in April 2014, were designed in collaboration with ADEME and show simple things we can all do to reduce climate change.



All Ready-to-Mail products are stamped with the NF Environment seal*.



The Recy'go office paper collection and recycling service operated by the Mail business creates jobs for disadvantaged jobseekers and facilitates the sorting of paper waste for office employees.



Greenovia (eco-mobility performance assessment and solutions) and Mobigreen (eco-driving consultancy and training) provide responsible mobility services to private and public sector enterprises.



Colissimo packaging is fully recyclable and uses up to 85% recycled cardboard, water-base inks and water and cornstarch glue.



Seventy percent of Chronopost inflatable envelopes are made in ESAT centres that employ the disabled.

La Poste Mobile



La Poste Mobile's mobile phone plans are designed for everyone, with no-commitment plans starting at €3.90 a month, and prepaid or limited plans to prevent overuse.

La Banque Postale



For only €7 every three months, La Banque Postale can provide banking services to customers who are legally barred from writing cheques.



La Banque Postale can provide customers in financial hardship with micro-credit loans to finance their personal or business projects.



La Banque Postale's range of socially-responsible investment products is intended for investors who want to invest with a conscience and purpose. SRI assets in 2013 totalled €1.23 billion.

* Except for Tyvek envelopes, which are made of tear-proof paper, and cardboard envelopes.

The carbon neutrality of Mail and Parcel services

In 2013, all Mail and Parcel products and services were carbon neutral. This approach – which consists in assessing, reducing and offsetting carbon emissions from the drawing board through service delivery – has become a key competitive differentiator at no extra charge for customers. ColiPoste and Mail have been offering this

guarantee since 1 March 2012, and GeoPost since 1 July 2012 for all parcels delivered by GeoPost subsidiaries in France, Germany, the United Kingdom, Belgium, Luxembourg, the Netherlands and Switzerland. Since 1 July 2013, the Zero Total carbon offset programme has been extended to 10 additional countries.



The Zero Total emissions programme covers **17** GeoPost business units and 2% of the GeoPost group's carbon footprint.

Informing customers of the environmental impact of their consumption

To inform customers of the consequences of their choices and better meet their needs, Le Groupe La Poste has developed energy consumption calculators that also enable it to comply with new legal and regulatory requirements, such as indicating the carbon emissions of transport services or observing environmental labelling regulations. The Mail business uses an eco-calculator that was certified by Bureau Veritas in 2011 and 2013 to meet the needs of its largest accounts and business customers. Since

November 2012, a consumer version of this tool capable of calculating the carbon footprint of a letter or parcel has been available on the Internet at www.objectifzeroCO2.laposte.fr. Customers may also obtain this information from sales staff at La Poste. Lastly, on its website at www.colissimo.fr, ColiPoste provides a tool for the multi-criteria comparison of the main environmental consequences between a purchase online and a purchase in a physical store.

A comprehensive range of services for everyone

The Postal Services Regulation Act endows La Poste with a public service mission that includes banking, financial and insurance services. The Group therefore has a legal obligation to make products and services available to the general public. One example is the Livret A savings account, which La Banque Postale must open for anyone who wants one. In keeping with its public service mission, it allows Livret A accounts to be used for a variety of transactions, such as receiving social security benefits and public-sector pensions, or paying taxes, water, gas and electricity bills and rent on social housing. La Banque Postale is also the only bank that allows customers to deposit or

withdraw as little as €1.50 from a Livret A account. All La Banque Postale accounts are opened and monitored with a responsible approach that ensures that risk is carefully managed to prevent over-indebtedness. Since 2007, it has been providing personal micro-credit loans in partnership with local organisations who are in direct contact with people whose lack of financial resources excludes them from the banking system. These partner organisations include, for example, Secours Catholique, UDAF, the French Red Cross and Les Restaurants du Cœur. In 2013, the number of personal micro-loans grew by 66% compared to 2012.



La Poste Mobile's launching of a mobile phone plan that costs only €3.90 a month and offers two hours of calls and unlimited text messages was a big success. In September 2013, a new plan offering an "abundance" of voice, data and text communication and a smart phone to boot was introduced at the very competitive price of less than €20 and was also very well received.

Making services even more accessible

The Group is committed to making it easier for customers who are disabled, poor, have difficulty reading or writing or are immigrants to benefit from its services by providing them with

information that is easy to understand and readily accessible, personalised service and, if necessary, help using a service for the first time, such as applying for a loan.



Since the spring of 2012, deaf people have been able to contact La Poste via the Internet. In 2013, a trial with a webcam was completed and this enhanced service should be ready for deployment in September 2014.

Serving the disadvantaged

To better serve its disadvantaged customers, the La Poste service network has developed a policy of active partnership with four national organisations – the Red Cross, FNARS (a national federation of social aid and reintegration NGOs), Unis-Cité and FACE (the Prevent Exclusion Foundation) and various local organisations. The purpose of this partnership is to ensure that these customers can understand how to use La Poste's services (e.g. by helping them fill out forms), ATMs and other automatic distributors. Under the 2011-2013 "Postal Presence" contract, La Poste, the French government and the Association of French Mayors made a commitment to make La Poste's services more accessible to disadvantaged customers in 65 departments. La Poste has supported this effort by conducting 40 training sessions and by providing various tools, an information kit and a guidebook of services for the most frequently encountered situations, for example: "I must pay a bill" or "I am moving to a new location".

As for La Banque Postale, it has always made its

accounts and banking services readily available to the neediest members of society. It also offers them payment alternatives to cheques, such as the Simplicity Account, which customers who can't write cheques can use to make payments. The bank's fees are among the lowest on the market. Lastly, in keeping with La Banque Postale's policy of preventing over-indebtedness and assisting customers who are financially distressed, La Banque Postale Financement will participate in the new L'Appui help line, so that it can assist customers who risk becoming over-indebted. Using information from the report on banking fees in France published by the Financial Sector Advisory Committee, in October 2013 La Banque Postale made a video for consumers to enable them to compare how much French banks are charging for their services.

Lastly, in 2012 La Banque Postale signed an agreement to observe responsible insurance principles and is gradually including environmental, societal and governance criteria in its insurance strategies, products and processes.



In 2012, nearly **150** partnership agreements were signed to provide social mediation, educational and interpreting services to customers in 300 post offices in deprived urban areas, in 64 French departments.

Migrants

To make banking and postal services more accessible to migrants, in September 2012 La Poste signed a partnership agreement with the French Immigration and Integration Office (OFII) that resulted in several initiatives in 2013. The Group hosted a seminar on the reception of migrants in Europe's 27 countries that showed how properly aligned public policies and private-sector actions could facilitate their employment, access to services and integration into society. A brochure for newly arrived migrants was also prepared for OFII. It provides useful information about banking and postal services (such as how to open an account and remit money, how to send and receive letters and parcels, and how to telephone) and is distributed by OFII and its partner

organisations when migrants sign their "Reception and Integration" contract. Lastly, more post offices have been trained to receive asylum seekers.

The work accomplished to prepare for the signing of the 3rd partnership agreement with France Terre d'Asile (FTDA) has enabled considerable progress in dealing with people who until now found themselves in a legal vacuum and were unable to access financial services because they could not prove their exact age. More personal assistance for migrants in post offices is also being proposed, and the volunteering of La Poste employee assistance (for example, to conduct financial education workshops) has been approved. This partnership has improved processes by adapting internal rules to accommodate migrant ID documents.



Under partnership agreements with France Terre d'Asile and OFII that aim to facilitate access to postal, banking and telephone services for refugees and asylum seekers, La Poste has selected 90 post offices for this purpose and has trained 70 of these in receiving and serving migrants.

"CUSTOMERS IN NEED" STUDY PROMOTES BEST PRACTICE

Completed in December 2013, the Customers in Need action-research study, conducted under the aegis of IMS-Entreprendre, reveals some of the best practices of the companies who participated in the study, such as La Poste. This study encourages other companies to consider not only the needs and spending habits of their customers in financial hardship but also their expectations and projects.

This study will provide a basis for the work planned in 2014 to promote cooperation between companies that provide essential services, such as power, telephone and banking services.

Making premises accessible for everyone by 2015

Le Groupe La Poste has prepared a plan to make its post offices and other premises⁽¹⁾ open to the public accessible to people with disabilities by 1 January 2015, the deadline set by the French government. At the end of 2013, 82% of the premises owned by the Group were accessible to persons with reduced mobility (PRM). In 2013, 327 post offices were brought into compliance with PRM requirements, bringing the total since 2007 to 1,379. The accessibility assessment of leased premises was completed in

September 2013. For these premises, 50% of which were found to be accessible to PRM, Poste Immo is pursuing its campaign to inform and raise the awareness of institutional and individual lessors. A specific plan for premises owned by municipalities, which constitute 66% of lessors, has almost been completed. Furthermore, 148 automatic teller machines (ATM) outside of post offices were made PRM-compliant in 2013, which means that 91% of the Group's 4,957 ATMs are now accessible or are located in a post office with at least one ATM on the building's facade that is accessible.

(1) Does not include premises that will be sold.



82% of owned premises are accessible to persons with reduced mobility.

50% of leased premises are accessible to persons with reduced mobility.

91% of ATMs are accessible or are located in a post office with at least one ATM on the building's facade that is accessible.

Responsible and accessible Customer Service Areas (CSAs)

In its effort to transform post offices into modern service facilities, the La Poste service network takes every aspect of CSR into account –

accessibility, eco-designed materials, reduced energy consumption, customer reception, service efficacy and quality of advice.



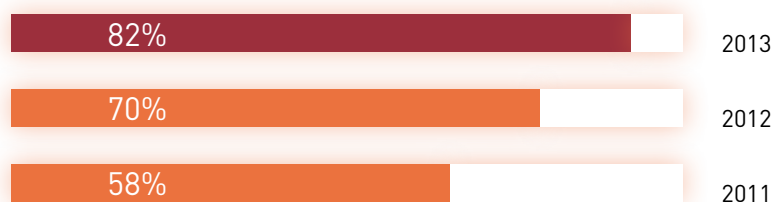
1,478 post offices had been modernised with a CSA type layout by the end of 2012.

In a modern post office

Offices that are not modernised with a CSA layout will be equipped with a comprehensive "handicap kit" which includes:

- a priority service sign
- tactile path
- tactile warning strip
- magnetic induction loop





Percentage of buildings open to the public with external accessibility⁽¹⁾
(owned and managed by Poste Immo)

(1) Poste Immo, the Group's real-estate subsidiary, manages 11,847 buildings with a total surface area of 6.7 million sq.m, of which 59% is owned by the Group.

A COMMON LANGUAGE FOR ACCESSIBILITY

In October 2013, regional relations officers at La Poste's Regional Delegations Convention were provided with a tool to facilitate communication with representatives of accessibility committees. To enable all Group representatives to use a common vocabulary, this tool was also distributed to all staff who manage owned or leased premises in the Group's business areas and at Poste Immo. The latter were also provided with a specific form for waiver requests.

La Poste has also made it a point to ensure that customers can easily obtain information about the accessibility of a given post office. At www.laposte.fr customers can check internal and external accessibility for three types of disabilities: motor,

visual and hearing. All La Poste employees help keep this site up to date. Lastly, post office employees have been provided with a best practices guide for serving the disabled which recommends appropriate language and actions to take.

Improving customer service

As its name implies, the aim of the Group's Service Ambition project is quite ambitious – to achieve excellence in serving customers and increase their confidence in La Poste. Concretely, this involves making firm commitments to customers that will gain and strengthen their trust, and simplifying the customer relationship by developing multi-channel service delivery and new and innovative services. The Group is also working to develop the spirit of service in each employee. Lastly, a customer-oriented approach has been adopted throughout the Group, at all levels.

In light of the progress achieved, when preparing the new La Poste 2014-2020 strategic plan a service action plan was drawn up in collaboration with each business area that includes three new goals: simplifying service, personalising service and strengthening customer care.

Firm commitments to strengthen trust

Trust is the bedrock of the La Poste brand and the cornerstone of the service relationship. In 2013, 70% of French people said that they trusted La Poste. To preserve and strengthen their trust, in 2009 the Group implemented a continuous process of customer-service commitments. The results achieved by this approach have been very positive and have enabled steady progress from the start. In November 2013, the average time required to pick up or mail a letter or parcel in the 1,000 largest post offices was reduced to 3.30 minutes, and the Mail business met its delivery commitments 5% of the time, and automatically compensated customers when it didn't. Annual complaint processing targets were also met once again in 2013. These objectives would not have been achieved without the deployment in La Poste

post offices and other entities of action plans to improve responses to customer questions, strengthen staffing, simplify Internet complaint forms and develop online methods for measuring

customer satisfaction. Through its customer commitments, since 2010 the Group has demonstrated an ever-increasing concern and respect for consumers.



In the 1,000 largest post offices, **81%** of customers were served in less than 5 minutes in 2013.

THE GROUP'S CUSTOMER COMMITMENTS



Serve customers more quickly in the 1,000 largest post offices

4.25 minutes in 2013

6 minutes in 2012

The average time spent waiting at a counter has been decreased significantly in the 1,000 largest post offices. In 2013, 80% of customers were satisfied with the speed of service, compared to 75% in 2012 and 55% in 2008.



Process customer complaints more efficiently

2.40 days in 2013

3.53 days in 2012

The average time required to respond to customer complaints was significantly reduced in 2013. The response time for complaints handled at the national level was cut from 9.30 days in 2012 to 2 days in 2013.



Improve mail distribution

Redeliver a second time letters and parcels for which the customer's signature is required free of charge the day following the customer's call.

96% in 2013

96% in 2012



Inform customers of any disruption in mail distribution and if there is a problem ensure delivery the following day

98.5% in 2013

98% in 2012



Reactivate mail forwarding service the day after notification from the customer

98% in 2013

98% in 2012



Preserve the quality of the customer relationship

Winner of the 2014 Podium Customer Relationship Award

For the second straight year, Bearing Point and TNS SOFRES awarded La Poste the Podium Customer Relationship first prize for the "service company" sector, on the basis of an online survey of 4,000 customers in December 2013.

After conducting its first extensive national survey of its customer base in 2010 and issuing four Customer Commitment Charters covering each of its market segments on 2 January 2011,

the Group's Mail business conducted another customer survey in 2012 and in September 2013 set forth new customer commitments that will be implemented in 2014.

EUROPE'S LARGEST NETWORK OF SERVICE-STANDARDS CERTIFIED POST OFFICES

The La Poste service network has undertaken an ambitious project to have a group of service standards prepared in collaboration with customers and La Poste employees certified, and by the end of 2013 had obtained AFNOR Service-Standards certification for some 1,400 post offices. This makes La Poste Europe's largest network of post offices with certified service standards.

A multi-channel Consumers department that simplifies the customer relationship

La Poste has set up a multi-channel Consumers department that makes it very simple for the general public to directly access the Group's services and submit a complaint. In 2010, it received the Service Client de l'année ("customer service award") its very first year. In November 2013, NF Service "Customer Relations Centre" certification was granted to the Consumers department for its Mail operations for the third straight year, and to La Poste service network call

centres for the second time. Several innovative projects to improve customer relations and service were expanded or enhanced in 2013, such as webcam-enabled online access in French sign language for the deaf and hearing impaired, large-scale deployment of natural language processing on the 3631 voice server, and the implementation of a continuous process for automatically checking the accessibility of online forms. Lastly, the automatic semantic analysis of complaints was tested in view of eventually enabling the continuous qualitative vocal analysis of customers making complaints.



Since July 2012, the Group's Community Manager on social media has been assisted by a team of Consumer Service call agents who respond to customer service requests and complaints submitted on the Group's Facebook page and Twitter account at @lisa laposte.

SIMPLE AND DIRECT ACCESS

Consumers and other clients can contact La Poste in one of three ways:

- by dialling 3631, which handles over 840,000 calls a month for the price of a local call;
- via the Consumers space, on the home page of the Group's website (www.laposte.fr), which is visited by over 122,000 unique visitors a month;
- by sending a letter to Service Consommateurs – 99999 LA POSTE, which receives over 21,000 paper complaint forms a month.

Promoting the spirit of service

The spirit of service consists of key attitudes and skills that are underpinned by La Poste's values and develop and sustain a high-quality relationship with customers that is based on the professionalism and commitment of the Group's employees. These attitudes and skills, which are determined and developed in collaboration with customers and employees, may be divided into three main categories – customer reception, customer attentiveness and efficacy. Based on the principle that employee empowerment and satisfaction is critical to good service, La Poste's Spirit of Service approach applies these attitudes to all three levels of the service relationship – between employees and customers, between managers and employees, and between business areas. Its deployment has been supported by an extensive training campaign. To further promote the spirit of service, the Group also organises, throughout France, "Instants Qualiades" symposiums where participants from service-oriented companies and institutions can share

their experience and participate in workshops. Mail has integrated this new service model in its management process by issuing a "Spirit of Service" memorandum based on the results of customer surveys and appointing Customer Relationship / Spirit of Service Managers in its various entities in 2013. As for the La Poste service network, it has incorporated Spirit of Service attitudes in its service standards, and ColiPoste has done the same in its effort to empower and increase the accountability of local staff. Lastly, on 27 November 2013 La Banque Postale deployed the Spirit of Service approach to all of its financial centres, after testing it successfully for a year in five. A guidebook of service attitudes to ensure attentiveness to customers and to financial centre employees was also prepared. This effort was conducted in collaboration with the La Poste service network to ensure seamless customer service and enabled the simplification of five customer service processes – accessibility and reception, urgent transactions, personalised service, home loans and complaints.

INNOVATIVE IDEAS FROM THE FIELD

The development of participative innovation in each business area continued to be a powerful tool for promoting the spirit of service in 2013. This included the use of dedicated intranets for submitting and disseminating ideas and contests in applying key spirit-of-service attitudes. A total of 12,318 ideas were submitted in 2013. Each year, the most innovative ideas are selected by a panel of judges and the employees who submit the best ideas are awarded a prize from the members of the Group's Executive Committee and business area managers at the "Trophées Qualiades" awards ceremony. One of the ideas thus honoured was Predict pick-up notification, which DPD UK introduced in April 2012. The idea is to send a message informing the customer of the driver's arrival time so that parcels are ready for pick-up when the driver arrives. The customer can also directly inform the driver if he or she decides to cancel the pick-up. Customers also receive confirmation of any request for pick-up rescheduling or cancellation. Since introducing this new service, DPD UK has observed an overall increase in customer satisfaction.



Over **100,000** training events dealing with the spirit of service are provided annually throughout the Group, representing an average of 1.5 days of training for all newly appointed managers.

Customer-oriented management

Managers at all levels use dashboards to monitor compliance with customer commitment targets. These dashboards are reviewed each month by the Executive Committee and are regularly presented to the Board of Directors' Quality and Sustainable Development Committee, to consumer organisations at plenary meetings and to working groups that deal with customer relationship concerns and customer complaints in particular.

The assessment of customer perception has been improved by monitoring the customer effort ratio and the recommendation ratio throughout the Group. A large number of "mystery visits" are also organised to measure customer waiting time in post offices. Among other things, the incentive pay that La Poste employees receive depends on achieving the customer commitment to reduce waiting time in post offices.



40,000 This is the number of annual visits to the 2,000 largest post offices.

DEVELOPING OUR HUMAN RESOURCES

One of the pillars of responsible growth is a strong employment model that places a premium on the quality of life in the workplace, respect for human rights, equal opportunity, diversity and supporting change.

Labour negotiations and progress at La Poste

The completion, in 2012, of the major dialogue in which over 125,000 La Poste employees participated, resulted in the recommendation of eight transformation projects in the areas of employer-employee dialogue, work organisation, change management, occupational health and safety, the employment model, human resources management, employment and skills development planning, and redeployment.

La Poste has undertaken comprehensive labour-management negotiations that culminated in the signing of the quality of life at work agreement, on 22 January 2013. This framework agreement, which is described in detail below, provides for immediate measures, specifies La Poste's goals and commitments, and sets forth a programme for further negotiation on the various projects launched in 2013.



La Poste has undertaken comprehensive labour-management negotiations that culminated in the signing of the quality of life at work agreement, on 22 January 2013.

THE QUALITY OF LIFE AT WORK AGREEMENT

- Immediate measures – training for each La Poste employee in 2013, change management method, 15,000 people hired in 2012-2014, and 1,000 HR advisors deployed to local offices.
- New negotiations were opened up on all the agreement's themes: occupational health and safety, training, etc.
- More negotiation in such areas as career development, work organisation and telecommuting.

What do La Poste employees think about this?

- Significant changes have been observed, particularly with respect to change management and the attention given to individual employee situations.
- The results obtained enable actions to improve the quality of life in the workplace and career advancement.

Respecting human rights⁽¹⁾

Le Groupe La Poste's conception of responsible growth means taking no decision without considering its impact on people, their freedom, their differences, their quality of life and their health. Efforts to ensure compliance with human rights are mainly focused on preventing discrimination and ensuring quality of employment, equal opportunity and well-being in the workplace, by reducing occupational accidents and illnesses, musculo-skeletal diseases and psychosocial risks. The Group's companies are gradually developing policies and practices that promote equal opportunity, respect for human rights and freedom of association, and prevent discrimination, child labour and compulsory labour, in accordance with the principles of the International Labour Organisation. These principles are an integral part of the Group's CSR guidelines and are reviewed during a biennial evaluation that began in 2012. The great majority of the Group's operations are located in western Europe, in countries with democratic institutions and the resources for enforcing compliance with human rights and the International Labour Organisation's basic principles. However, La Poste is also present in countries that are more exposed to human rights violations and corruption, such as South Africa

(with one company that employs 1,883 people)⁽²⁾, Morocco (three companies employing 245 people), Poland (three companies employing 1,727 people), Romania (seven companies employing 794 people), the Czech Republic (one company employing 275 people), and Russia (three companies employing 726 people). Although these companies represent only a small portion of the total workforce, they are regularly audited by the internal auditors of the subsidiary holding companies and/or by their business customers. In 2012, Le Groupe La Poste also conducted on-site inspections of Docapost's subsidiaries in Morocco and of the joint subsidiary (which is not consolidated) of GeoPost and the Moroccan post office.

In 2013, a pilot project was initiated to have the Group's Moroccan subsidiaries obtain CSR certification developed by the CGEM, the Moroccan Business Confederation, in view of possibly developing a method for deploying the Group's CSR system in high-risk countries.

The various components of the human rights policy are presented below for the Group and for La Poste, Mediapost and La Banque Postale specifically.

(1) See Appendix 4: 2013 Communication on Progress (Global Compact).

(2) The figures for each country are full-time job equivalents.

A responsible employment policy

La Poste has maintained a responsible employment policy despite the difficult economic environment. Although the Group must manage its payroll carefully, given the decrease in mail distribution and in the number of customers served in post offices, it is still one of France's largest employers. Any increase or decrease in headcount depends solely on attrition and recruitment. The Group's employment policy also promotes hiring

under permanent employment contracts, which in 2013 accounted for 94.6% of the headcount at La Poste. La Poste has committed to hiring 15,000 people under permanent contracts during the three years from 2012 through 2014 and hired 5,298 in 2013. When hiring these people, La Poste observed its commitment, under the quality of life at work agreement, to preferentially hire people who had previously been employed in an equivalent position at La Poste under a temporary contract.

Le Groupe La Poste in France*

* Le Groupe La Poste companies established in France, including La Poste.



La Poste

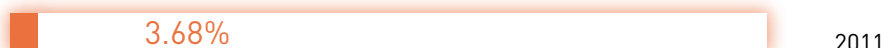
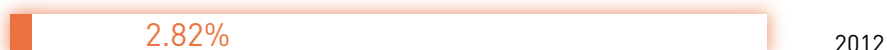
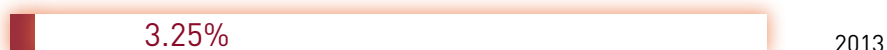


Percentage of permanent employees

The number of permanent employees include employees with civil-servant status and individuals employed under permanent contracts expressed in employee-year equivalents (the 12-month average of the headcount at the end of each month).

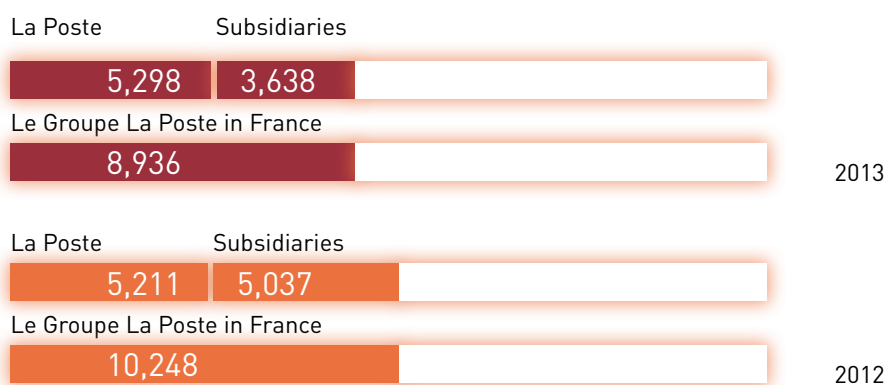


100% of Mediapost SAS employees are employed under permanent contracts



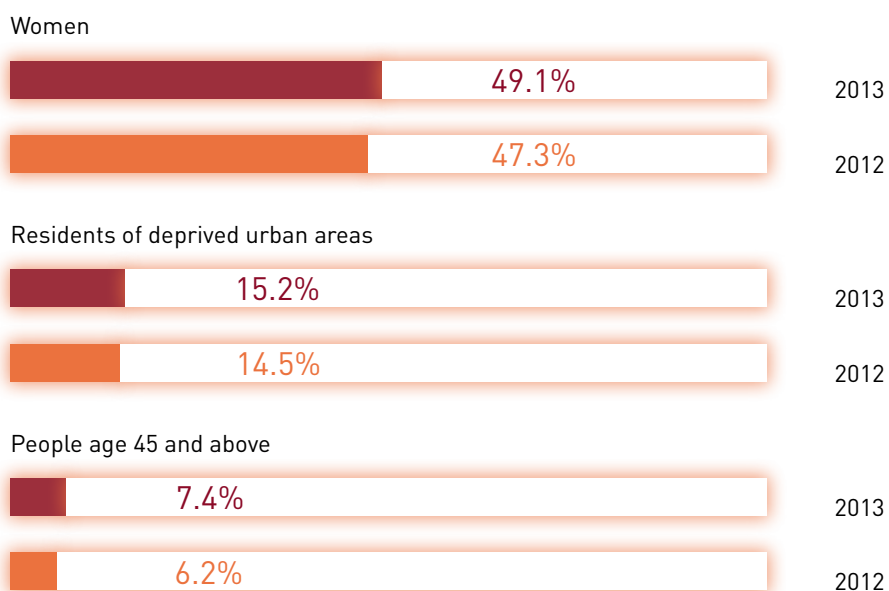
Annual employee turnover

Scope: La Poste.



Number of hires under permanent contracts

Scope: Le Groupe La Poste in France.



A responsible employment policy

Percentage of hires under permanent contracts.
Scope: La Poste.



In 2013, La Poste recruited **118** disabled people under permanent contracts, in keeping with its commitment to hire the handicapped under the labour-management agreement of 8 March 2012.

Helping young people find jobs

THE GROUP'S RECRUITMENT POLICY ACTIVELY SUPPORTS THE HIRING OF UNEMPLOYED YOUNG PEOPLE AND PROMOTES SOCIAL INCLUSION

La Poste has signed several government-sponsored charters – The Apprenticeship Charter (since 2005), The Diversity Charter, The National Commitment to Employ Disadvantaged Urban Youth (2008) and the Business and Urban Youth Charter (2013). On 30 October 2012, La Poste signed an agreement with the government to create 1,000 “Jobs for the Future” by 31 December 2014. This commitment will enable 1,000 young people with few or no skills to receive on-the-job training and gain recognised work experience and qualifications. La Poste has committed to hiring them under permanent contracts once they meet the criteria for the job for which they have been trained.

Work-and-training and apprenticeship contracts



Jobs for the Future contracts



Helping young people find jobs

Scope: La Poste.

Work hours and schedules

Weekly work and rest periods for La Poste and subsidiary employees comply with national labour regulations. In France, La Poste and its French subsidiaries observe the 35-hour work week, pursuant to the French Labour Code, while foreign subsidiaries cannot exceed 48 weekly work hours. With three additional “special rest” days for its employees, La Poste exceeds French legal

obligations on paid vacations. Furthermore, any La Poste employee who wants to work full time may do so. Employees and their representatives are informed of work schedules and hours. GeoPost ensures that foreign subsidiaries comply with weekly work and rest period obligations by monitoring the average number of weekly work hours, the number of part-time and night-time workers, and other data in its human resources report.



Percentage of employees who work at night

Percentage of employees under permanent contracts at 31 December.
Scope: La Poste. Only La Poste employees may work at night.

Le Groupe La Poste in France



La Poste



Percentage of employees who work full time

Percentage of employees under permanent contracts at 31 December.

Remuneration policy

At La Poste

The remuneration of employees with civil servant status is subject to specific rules and the “point-value” system. The remuneration policy for other salaried employees is governed by the Group-wide agreement and annual wage negotiations. This policy must be aligned with the specific requirements of Le Groupe La Poste, whose business activities are labour-intensive and are performed by individuals or within relatively small entities. This means that the quality of service depends on each employee’s attitude and behaviour. This is why La Poste seeks to ensure the loyalty of its employees, while keeping personnel costs at a competitive level. The remuneration policy’s main features are an annual negotiated increase and a seniority-based increase that recognises the

employee’s increasing experience and skill in a given position. It also includes promotion procedures that are based on the employee’s career record and career development. An allowance for employee dependents is also provided to ease the financial burden of a growing family. These characteristics enable pay to be adapted in a way that is motivating yet not excessive.

The remuneration policy for management-level personnel (*cadres*) includes both a fixed salary, which may be increased in accordance with the employee’s individual contribution and potential, and a variable component that is contingent on achieving annual quantitative and qualitative targets. Sales staff, particularly at La Banque Postale, receive a more substantial variable component.



€28,739 average annual gross remuneration
(for La Poste, La Banque Postale and Mediapost SAS)



Average annual gross compensation

Scope: La Poste.

The average compensation includes monthly salary payments and excludes variable bonuses.

This calculation is based on the average full-time equivalent staff for the year.

At La Banque Postale

The variable remuneration component is based partly on the employee's contribution to the bank's financial performance, and to the achievement of qualitative objectives.

Incentive pay

Incentive pay serves to reward hard work and to align individual and team efforts with the company's objectives and success. Most of the Group's French subsidiaries have implemented incentive agreements.

Since 2007, La Poste's incentive scheme takes not only financial performance into account, but also service quality and sustainable development. Under a new incentive agreement signed in 2012, incentive pay is a function of the Group's net after-tax profit and of various quality, performance and sustainable development criteria, according to the terms of the agreement. All La Poste employees receive the same amount, regardless of where they work.



In 2013, an amendment was added to the La Poste incentive agreement to include carbon emissions among the various factors used to determine the amount of incentive pay.



€76.5 million is the total incentive pay that La Poste, La Banque Postale, and Mediapost SAS employees received in 2013.

The Group Savings Plan and the Collective Retirement Savings Plan

In December 2006, La Poste and five unions (CFDT, CFTC, CGC, FO and UNSA) signed two agreements that established the Group Savings Plan (the "PEG" plan) and the Collective Retirement Savings Plan (the "PERCO" plan). Both of these plans are available to all employees of La Poste SA, the Group's parent company, whether they are civil servants or not. Subsidiaries may choose to participate in the PEG and/or the PERCO plan if they meet the conditions specified in the agreement, i.e. they are at least 50% owned by La Poste and their accounts are consolidated. This is currently the case of eight subsidiaries, including Mediapost, Poste Immo and Chronopost. Since it manages the funds collected by the Group's savings plans, La Banque Postale has its own system.

The range of investment products available to La Poste employees under both the PEG and PERCO plans include five FCPE company investment funds that cover all of the main asset classes, with a money-market fund, a bond fund, two equity funds and a solidarity fund. These

funds now include a very substantial proportion of socially responsible investments (SRI). For example, the La Poste Responsible Money-Market company savings fund, which accounts for 40% of La Poste employee investments, is 52% invested in SRI, and the bond and equity funds must observe minimum SRI investment levels.

In 2012, the Supervisory Board decided to include the NGO Habitat et Humanisme in the solidarity investment component of the La Poste Responsible Equities 70 Solidarity fund, in addition to the fund's investments in Société d'Investissement France Active (SIFA).

The assets of La Poste's company investment funds are managed by La Banque Postale Asset Management (LBPAM). In October 2012, at the request of the Supervisory Board, LBPAM implemented an incentive fee for four of the five La Poste funds that is paid when their performance exceeds the return of their benchmark index. Under the aforementioned agreement, La Poste makes the following additional contributions into the PEG and PERCO savings plans in proportion to the employee's investment:

- for the PEG plan, the contribution is 35% of the investment up to €400, 25% for the next €400 and 15% for the next €8,400. The maximum gross contribution is therefore €1,500 euros;
- for the PERCO plan, the contribution is 33% of the investment to a gross maximum amount of €900. Subsidiaries that participate in the PEG plan are free to determine their matching contribution policy.



+4%, this is the increase in the number of employees (72,300) employed by La Poste or one of the eight participating subsidiaries, who joined a PEG or PERCO company savings plan in 2013.

€463.5 million, this is the amount of assets under management in La Poste's PEG and PERCO plans at 31 December 2013.

€16.4 million, this was La Poste contribution into these plans in 2013.



Employee savings plans

Scope: Le Groupe La Poste PEG and PERCO plans. Participating companies in 2013 include La Poste, Chronopost, Mediapost SAS, Neolog, Poste Immo, Sofipost, Vehiposte, Asendia Management and Publipost. La Banque Postale has its own PEG-PERCO plan.

EDUCATING AND INFORMING SUPERVISORY BOARD MEMBERS

The Supervisory Board of the La Poste company investment funds is composed of an equal number of representatives of employee investors and of management. The Board met three times in 2013. La Poste makes it a point to ensure that this Board's members and substitute members have a sufficient understanding of investment vehicles and methods. The materials provided to them for this purpose were reviewed in 2012 and consist in a guidebook – which was distributed to new Board members in October 2013 to enable them to familiarise themselves with the various financial products and asset management techniques – and a “2013 News” booklet, which was distributed in November 2013 to all Board members, to enable them to further increase their knowledge of asset management. These materials were designed to meet the specific requirements of the Supervisory Board's members.



LBP paid out **€6.1 million**, in mandatory profit sharing.

Mandatory profit sharing

Pursuant to Act no. 2010-123 of 9 February 2010 (article 12), which amended the last paragraph of section III of article 32 of the Act of 2 July 1990 by stipulating that Section II of Book III of the French Labour Code (which concerns mandatory profit sharing) may be applied to all La Poste personnel (including civil servants) subject to the terms to be specified by a decree of the *Conseil d'État*. Whether or not La Poste will have to implement mandatory profit sharing will therefore depend on the issuance of a decree (pursuant to article L. 3321-1, 2nd paragraph of the French Labour Code, which stipulates that “a decree issued by the *Conseil d'État* shall specify which national public enterprises of an industrial and commercial nature – and which companies, groupings or legal entities, regardless of legal status, of which the French government owns over half of their share capital – shall comply with the provisions of this section. This decree shall set forth the terms by which they shall be subject to these provisions”). La Poste’s French subsidiaries therefore fall within the scope of the mandatory profit sharing obligation and comply with this obligation.

Pension scheme

La Poste employees with civil servant status are covered by the pension scheme for French civil servants and all other employees are covered by the general pension scheme for the private sector. La Poste participates in no special pension scheme.

Pursuant to Act no. 2006-1771 of 30 December 2006, which concerns the funding of civil servant pensions, the payment of a payroll contribution discharges La Poste from any future liability in relation to the civil servant pension scheme. In accordance with the principle of fair competition, “the rate of this contribution is calculated so as

to ensure that the mandatory social security contributions and taxes that apply to the salaries of La Poste employees are equivalent to those that apply to the salaries of employees of companies that are subject to general social security payroll obligations, with respect to the risks that are common to civil servants and to private-sector employees subject to the general law”. The Group’s subsidiaries comply with the current pension scheme.

Supplementary health insurance scheme

For La Poste employees who are not civil servants, a supplementary health insurance scheme was set up in 2007. This scheme considerably improves their health-care protection, particularly due to the solidarity of the contributions system which reduces the financial burden on families and the lowest income employees. The monitoring of this scheme in collaboration with employee unions also provides a good opportunity for employer-employee dialogue by enabling constructive decisions taken jointly within a clear and specified financial framework. Employees are regularly informed of the scheme’s situation and evolution in a report that indicates the work and positions of the participating unions.

For civil-servant employees, a scheme to reimburse health-care expenses was implemented on 1 January 2012, pursuant to the option available under the Act of 9 February 2010 (Act no. 2010-123 concerning La Poste and postal activities). An agreement regarding this was signed on 7 July 2011. This is a mandatory collective defined-contribution scheme that is subject to general Social Security law pursuant to article L. 911-1 of the French Social Security Code. In view of the financial solidity of both health-care schemes, the level of coverage was improved on 1 October 2013.

Promoting diversity and fair treatment

La Poste, Mediapost SAS and La Banque Postale have signed the Diversity Charter, respectively in 2006, 2010 and 2013.

On 30 September 2013, La Banque Postale renewed, for a period of three years, its diversity agreement, which guarantees the principle of equal opportunity from recruitment to retirement, and encourages the hiring of young and older people and the transmission of knowledge and skills between generations. Along with eight other companies, La Banque Postale also participates in the Diversity and Origins study, which is overseen by Le Groupe La Poste's partner IMS-Entreprendre pour la Cité.

In addition to the Diversity Charter, La Poste has signed the Business and Disadvantaged Communities Charter for 2013 and 2014, and its Chairman made a commitment, in late 2010, to observe the recommendations of the United Nations Global Compact to promote gender equality – the Women's Empowerment Principles: Equality Means Business.

Since 2011, the Group's Diversity and Equality Opportunity unit in the Human Resources and Employee Relations department is responsible

for overseeing La Poste's HR diversity policy and its Disability Working Group for all French entities, and for leading the Group-wide Diversity Committee and the network of local Diversity Officers.

La Poste's strategic plans have systematically included diversity and equal opportunity actions, the main objectives of which are to:

- ensure compliance with gender equality commitments;
- deal more effectively with employee inability to work and manage the disabled employee policy in compliance with the fifth labour-management agreement of 8 March 2012;
- implement and monitor actions to deal with employee age issues;
- ensure compliance with legal requirements and manage discrimination risk.

Each year, a national action plan is deployed, action plans are prepared for each La Poste department and progress is regularly reported. The deployment of the diversity policy is supported by Diversity Officers in each division and throughout France.

In February 2013, La Poste once again received the Diversity seal of quality, which is valid for a period of four years.

A continual dynamic progression to gender equality in the workplace

La Poste



Le Groupe La Poste in France



Percentage of women employees

Percentage among the total number of employees at 31 December.

La Poste's support of gender equality goes back to the signing of a framework agreement in 2005 and was given further impetus the following year when the Group obtained the Equality seal of excellence, which has subsequently been renewed every eighteen months. This has led to the preparation

of specific action plans for each division.

The agreement signed on 11 April 2011 further specifies the basic principles and main commitments of the initial agreement of 2005 and includes the following priority actions:

- increase gender diversity in each division, for example, by upgrading communication materials;
- conduct a study to determine the most stubborn pay gaps between men and women;
- facilitate parenthood in the workplace, by improving childcare services, increasing

awareness about parenthood rights and conducting a survey of employee parents;

- make all La Poste employees aware of the importance of combating gender stereotypes.

The Gender Equality Report, which has been issued since 2003, is distributed to union representatives on the Agreement Follow-up Committee and on the Joint Technical Committee, and is presented to the Board of Directors for review every year, as required by law. An amount has been budgeted to compensate for pay gaps.

La Poste signed an agreement with the Ministry of Women's Rights to implement specific actions to ensure gender equality in micro-companies and SMEs, promote gender diversity in training programmes and careers, ensure that parents on parental leave are not excluded from the job market and increase the percentage of women at the highest echelons of Group and division management.



Increase in female Management Committee members

Scope: Le Groupe La Poste.

In September 2011, Mediapost signed an agreement to support gender equality in the workplace, with commitments to discriminate positively in recruiting women when their skills are equivalent to those of male candidates for the same job, and with respect to management positions in particular, and to promote the career development of women, especially those in supervisory positions. This agreement also provides for the adaptation of working conditions for La Poste employees who distribute mail during pregnancy and for closer monitoring of employees who return to work after maternity leave, which includes a formal interview. On 31 December 2012, Mediapost employed

40% female managers with women accounting for 40% of its headcount, versus 38% in 2008.

Since 2010, Mediapost has also worked to reduce pay gaps observed between men and women by allocating specific budgets for this purpose during annual wage negotiations.

Lastly, the commitment made in 2011 to negotiate an agreement on telecommuting resulted in its unanimous approval by management and union representatives in 2013. Telecommuting enables qualifying employees to manage their work/life balance more easily and improves their working conditions.

Actions to employ people with disabilities and activity limitations

La Poste

On 8 March 2012, La Poste and four unions (CFDT, CFTC, CGC-UNSA and FO) signed a new agreement to employ people with disabilities.

This agreement, which is the fifth of its type, was approved on 22 May 2012 by the Île-de-France region's Regional Office of Business, Competition, Consumption, Work and Employment.

Under this agreement, for which €56 million have been budgeted over a three-year period, La Poste will continue to strengthen its commitment to employ people with disabilities throughout its organisation.

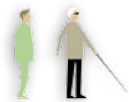
The agreement, which covers the three years from 2012 to 2014, includes an action plan with the following main objectives:

- recruiting at least 480 disabled people for all types of positions (213 were hired in 2012 and 187 in 2013) and hosting 300 interns with disabilities;
- enabling employees with disabilities to continue to work and improving their quality of life in the workplace;
- ensuring the career advancement of disabled employees by facilitating their access to training and promotion;
- pursue and strengthen partnerships with organisations that provide job training and support for the disabled.

Each La Poste business area has an action plan to ensure that the agreement will be implemented smoothly in accordance with its specific requirements.



At the end of 2013, La Poste employed 3.74% disabled personnel.
This represents a 31% increase over the year.



In late 2012, La Poste set up a network of trained, professional Disability Officers throughout France.



In 2013, over 6% of La Poste SA employees, who were recognised as having a disability or a medical work restriction, benefited from a job retention scheme, with workstation accommodation when necessary.

€11 million

2013

€8.6 million

2012

Amount of purchases from organisations employing the disabled

Scope: La Poste.

Mediapost

Under a company-wide agreement signed in March 2008 and renewed ever since, Mediapost made commitments to hire the disabled and retain them in their jobs whenever possible. In 2008, 80% of Mediapost entities employed at least 6% disabled personnel, for a total of 500 employees with disabilities at all sites.

By the end of 2013, 93% of Mediapost entities employed at least 6% disabled personnel and a total number of 724.

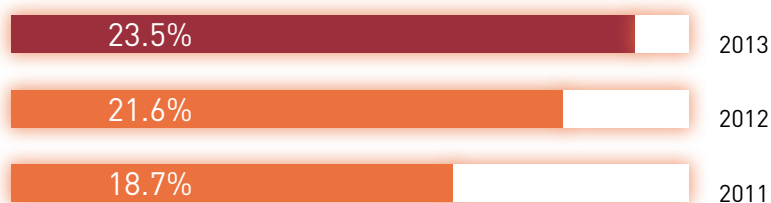
La Banque Postale

La Banque Postale was involved in many actions in favour of the disabled and took part in several events in 2013, such as the eight largest recruitment forums, including ADAPT, Pass emploi and Top fi Assurance. During the year the bank's Disability Task Force adapted ten jobs and, since November 2013, requests to adapt training may be submitted directly in the training management tool. In 2013, the theme of the annual "Health Solutions Days" was "Working with a visual impairment". In collaboration with ESSEC (l'École supérieure des sciences économiques et commerciales),

La Banque Postale also supports an annual scholarship programme for disabled students. The bank is currently negotiating a new disabled employment agreement with labour unions to replace the former agreement signed on 22 November 2010 and which expired at the end of 2013. During this period La Banque Postale hired 13 people with disabilities and increased its purchases from organisations that employ the disabled by 14%. These purchases indirectly employed 27 disabled people in 2011, 32 in 2012 and 32 in 2013.

The Generation Contract Agreement

The Employee Age Management action plan launched in 2010 was extended in 2013. La Poste also undertook negotiations with unions on the hiring of young people under permanent and work-study contracts, the retention of older employees and the transmission of knowledge and skills between generations. On 22 January 2014, these negotiations resulted in the signing of the Generation Contract Agreement with five labour unions.



The percentage of employees age 55 or older.

Scope: La Poste.

At Chronopost, a three-year generation contract was agreed with all representative unions on 22 October 2013. In addition to recruiting young people under age 26, the percentage of employees age 50 and older is to be increased to at least 15% of the workforce by the end of the third year.



Preventing discrimination

Under the various agreements with employee unions La Poste will undertake various actions to make its employees more aware of common stereotypes that may lead to discriminatory practices.

La Poste

From 2011 to 2013, all La Poste managers were charged with the task of presenting two films to their staff and distributing a guidebook on preventing discrimination. One of these films deals specifically with the problem of gender stereotypes. In 2013, La Poste participated in several surveys including one on Gender Relations in the Workplace, organised by the High Council for Equality and Work (*Conseil supérieur de l'égalité professionnelle*), the findings of which were published in December 2013. The Group's Guidelines on Discrimination Risk, which is intended for legal and human resources staff and presents the current legislative framework and practical examples, was updated in 2013. It is supplemented with presentations of regular information and news on discrimination.

Docapost

These materials were also provided to Docapost's management staff.

Mediapost

As part of Mediapost's strategic project to "Build our employment brand through diversity", almost 100% of management staff, which includes the extended Management Committee, head office and branch network managers, and HR staff have received training to prevent discrimination. This represents 534 managers since 2011.

La Banque Postale

La Banque Postale offers its employees various opportunities to raise their awareness about discrimination and dispel stereotypes, such as learning French sign language. During Employing the Disabled Week, a round-table discussion on the theme of "Disability and Success" and a play whose theme was "Integrating a disabled person into the workplace" were organised.



Percentage of permanent hires in deprived areas under CUCS contracts

Scope: La Poste.

CLOSELY MONITORING DIVERSITY COMPLIANCE

La Poste makes it a point to carefully monitor compliance with legal obligations to protect and promote the employment of certain categories of people. The employment of the following categories is therefore monitored annually and steps are taken to correct any observed deficiency in recruitment, pay, promotion or training:

- women;
- the disabled;
- people age 45 and older;
- people under the age of 26;
- people living in deprived areas;
- people living in French overseas departments;
- foreign nationals.

Unions are involved in the preparation of the compliance report.

This report was condensed in 2013 to focus more on La Poste's actions and progress in preventing discrimination and to facilitate its widespread distribution, both within the Group and externally.

Fostering employer-employee dialogue

Le Groupe La Poste has made it a policy to comply with the collective bargaining agreements in each of its business areas, and has even helped draft the collective agreement that covers direct distribution services and provides a solid legal framework for mail and parcel carriers.

La Poste

The legal status of employees

Since La Poste employs both civil servants and private-sector personnel, it does its best to ensure that the same rules or comparable rules apply to both categories. This is essential since civil servants and private-sector employees work side by side doing exactly the same job at La Poste post offices and other facilities.

Pursuant to article 29 of the Act of 2 July 1990, La Poste's civil-servant employees are subject to the rules set forth in Act no. 83-634 of 13 July 1983, which concerns the rights and obligations of civil servants, and in Act no. 84-16 of 11 January 1984, which deals with the rules governing national government civil servants.

Pursuant to article 31 of the Act of 2 July 1990, "contractual agents" (*agents contractuels*) are subject to collective bargaining agreements. Act no. 2010-123 of 9 February 2010, which concerns La Poste and postal activities, did not amend the provisions relating to the legal status of personnel.

Employer-employee dialogue and employee representation

The various bodies that represent La Poste employees are largely governed by civil service law, except for the Occupational Health and Safety Committees (OHSC), which since 16 November 2011 are governed by the French Labour Code. La Poste's conversion from a public enterprise into a private *société anonyme* corporation in 2010 did not modify the operation of these bodies. This was necessary to ensure that they would be able to

continue to represent employees effectively and enable their harmonious cohabitation and the Group's smooth functioning.

Individual employee representation

The interests of individual employees who are civil servants or "contractual agents" governed by public law are represented by Joint Administrative Committees, whereas those of private-sector employees are represented by Joint Consultative Committees. The members of these committees are elected every four years, following the procedure observed in civil service.

The members of these committees give their opinion on such matters as individual employee mobility, evaluation, discipline, promotion, etc.

Collective employee representation

The collective interests of La Poste employees are represented by the Technical Committees and the Occupational Health and Safety Committees (OHSC). These committees were formed after the election of employee representatives on 18 October 2011. Employee representatives on Technical Committees (TC) deal with a variety of important issues, such as the organisation and operation of departments, statutory rules, training, the development of professional skills and qualifications, gender equality, pay parity and prevention of discrimination. The fact that employee representatives are directly elected to the Technical Committees strengthens their legitimacy and role within the continual process of renewing employer-employee dialogue and improving labour relations at La Poste.

Following the latest Technical Committee elections, members were designated to be representatives to the OHSC, which was formed on 16 November 2011, as provided for in the fourth section of the French Labour Code and in Decree no. 2011-619 of 31 May 2011 on Occupational Health and Safety at

La Poste. The above Labour Code and decree provisions apply to all La Poste employees, whether civil servants or not.

Pursuant to the Labour Code, the role of La Poste's OHSC is to:

- help protect the physical and mental health and the safety of La Poste's employees and of employees made available to La Poste by another company;
- help improve working conditions, particularly in view of facilitating women's access to all types of jobs, and deal with maternity related issues;
- make sure that all legal obligations in relation to the above are observed.

EMPLOYEE REPRESENTATIVE BODIES

On 18 October 2011, La Poste employees elected their representatives to the Technical Committees, to the Joint Administrative Committees and to the Joint Advisory Committees, in accordance with the Act of 5 July 2010 on the modernisation of employer-employee dialogue in civil service, and with the decrees of 7 September 2011 on La Poste's Technical Committees and Joint Administrative Committees.

Employee representatives on Technical Committees are directly elected for a term of four years by all La Poste employees, regardless of their legal status, and the representation of the unions depends directly on the results of these elections.

The next election of employee representatives to the committees will be held at the end of 2014.

A new committee to improve employer-employee dialogue

On 22 December 2011, Le Groupe La Poste set up the Group Strategy Discussion Committee to inform its employees and improve its dialogue with them.

Under the quality of life at work agreement, this committee was replaced with the La Poste Strategy Information Committee (LPSIC), a Group-wide committee that encompasses all subsidiaries. This committee informs the employee representative bodies at the national level of the major changes affecting Le Groupe La Poste. LPSIC is chaired by the Chairman of La Poste (or his representative) and is composed of the members of the Executive

Committee, the Deputy Manager of Human Resources and Industrial Relations, and representatives of the major national unions.

At the European level, GeoPost's European Works Council (EWC) is composed of representatives of the Group's subsidiaries in France, Germany, England, Ireland, Spain, Poland, Portugal, Czech Republic, Netherlands, Estonia, Latvia and Lithuania. The EWC's 15 members include elected employee representatives (the number depends on each country's workforce), company representatives, and the Group's Chairman and HR officer. The EWC meets at least once a year.

Making quality of life at work a priority

Quality of life in the workplace is a cornerstone of Le Groupe La Poste's strategy to which the Group has made a specific commitment. The main focal points of its action plans in this area are occupational health and safety, and people-based management.

The objective of the quality of life at work agreement, which was signed on 22 January 2013, is to significantly and durably improve employment and working conditions for all La Poste employees. This agreement is the first step in making La Poste the standard bearer for a healthy and happy working environment. The agreement engages the entire company, and in particular managers and supervisors whose day-to-day responsibilities include not only operational efficiency and customer satisfaction but also the well-being of employees.

This framework agreement reflects the quality

of the negotiations between union representatives and management and of their respective proposals and was signed by the FO, CFDT, CGC-UNSA, and CFTC unions. The agreement includes specific and innovative commitments to improve quality of life in the workplace and specifies the ambitions and objectives agreed between management and labour, which include 17 immediate actions for improving the work environment. Other negotiations may be undertaken at the request of unions and management. In addition to providing a framework for new negotiations, which resulted in an agreement on telecommuting on 25 June 2013, the quality of life at work agreement has enabled La Poste employees to make substantial gains throughout 2013 in all of the areas covered by the agreement and in particular with respect to training, occupational health and the strengthening of local HR guidance and support.

IMMEDIATE ACTIONS TO IMPROVE QUALITY OF LIFE IN THE WORKPLACE

1/ More flexible working hours

Efforts to reorganise work to ensure a five-day work week are being tested to enable personnel to have two days off a week, while preserving quality of service and customer satisfaction.

2/ Telecommuting

On 25 June 2013, negotiations on telecommuting resulted in the signing of an agreement by five of the six representative unions: CGT, FO, CFDT, CGC-UNSA and CFTC.

3/ Part time work for older employees

A part-time work arrangement has been made for older employees (whether civil servants or not) whose jobs include physical hardship, and a similar arrangement is now available to facilitate the career advancement of younger employees who are also exposed to physical hardship.

4/ Work-life balance

Meeting times are strictly limited to ensure that work does not encroach upon personal life.

5/ Project management

The agreement also specifies rules for project management to be observed by everyone involved in the employer-employee dialogue. The notification and negotiation of projects that will affect the organisation and operation of departments must also include alternative scenarios presented by union representatives.

6/ Alert system

The agreement has established a novel alert mechanism that signals non-compliance with employer-employee dialogue rules and with collective bargaining agreements.

7/ Manager training

The preliminary training of new managers will include the employer-employee dialogue and the prevention of occupational hazards.

8/ Mentors for new managers

To assist and train new management staff, when a manager is appointed to a new position, La Poste has agreed to systematically assign an experienced mentor to support the manager during the first six months and help with any problems encountered.

9/ Local HR managers

La Poste will identify and name local HR managers throughout the Group who will be able to respond quickly and accurately to any questions that managers and other employees may have with respect to an individual concern or to career planning in general.

10/ Sustainable employment

La Poste has committed to recruiting 15,000 people under permanent contracts over the three years from 2012 through 2014.

11/ Employment quality

During the term of the agreement, 3,000 people who were previously employed by La Poste under temporary contracts will be hired under permanent contracts and will be entitled to a greater allowance for years of service than the legal requirement.

12/ Career management

La Poste has also agreed to allow all employees who have been in the same job or position for at least five years to meet with a specialist HR manager for an annual career interview.

13/ Job bank

The Group's job bank was made accessible to all employees in the second half of 2013.

14/ Supplementary negotiations

The agreement also specifies a programme for supplementary negotiations on the following subjects:

- common rules on work organisation, content, purpose and conditions;
- the implementation of telecommuting;
- professional development, training and forward-looking employment and career management;
- occupational health and safety;
- employer-employee dialogue;
- the formation of a special Group committee;
- improving the work supervision policy;
- the HR function.

Concrete actions the very first year

Signed on 22 January 2013, the quality of life at work agreement resulted in concrete measures that year. La Poste continued and intensified various actions, and in particular those serving to prevent or reduce work accidents, psychosocial risks and physical hardship. A report on all of the actions conducted in 2013 was presented to the National Occupational Health and Safety Committee on 4 December 2013.

Closer monitoring of employee health

La Poste has agreed that starting in 2013 it will propose a medical check-up by a company doctor to all employees who have not had this opportunity over the past two years. This measure includes increasing medical staff to 161 occupational physicians (there were 158 in 2012 and 152 in 2011) 147 occupational nurses (132 in 2012 and 105 in 2011) and 106 secretaries (106 in 2012 and 93 in 2011).

More responsibilities for La Poste National and Divisional Occupational Health and Safety Committees

La Poste National and Divisional Occupational Health and Safety Committees met regularly throughout 2013. The remit of these committees, which were formed in 2012, was expanded in 2013 to include information, surveys and discussions on occupational health and safety issues and working conditions that concern the entities for which they are responsible. For example, in the area of financial services a NOHS committee reviewed the Operations Department's dematerialisation project, which is one of its largest.

Reducing and preventing psychosocial risks

- For their managers and supervisors, all of the Group's business areas have implemented new training programmes on basic management skills, such as employee motivation, day-to-day communication, evaluation, cooperation, change management and personalised management.
- Under the quality of life at work agreement, La Poste has agreed to a common body of rules to be observed by all participants in the

employer-employee dialogue. These rules seek to clarify each participant's role and commitments and thus ensure an effective and ongoing dialogue on psychosocial risks.

- To achieve a better balance between work and personal life, an agreement to implement telecommuting at La Poste was signed on 26 June. Under the quality of life at work agreement, the reorganisation of work hours is also being tested to enable employees who work six days out of seven to get two days of rest a week.
- To assist employees who are experiencing personal problems – in addition to the assistance that managers, human resources staff, occupational health services, social services and employee representatives already provide – in late 2013, La Poste set up a psychological support hotline that employees can call 24 hours a day, 7 days a week to talk with experienced psychologists on an anonymous and confidential basis.

Reducing and preventing work accidents and musculo-skeletal disorders

- The Group's occupational physicians are conducting studies to identify the most hazardous jobs and the main risk factors involved in musculo-skeletal disorders (MSD). The results of these studies are reported to operational managers and to specialised contractors, along with practical advice.
- The method for analysing the causes of work accidents has been modified.
- New training programmes and materials have been deployed, such as "My Back and Joints" training in manual materials handling and MSD prevention for employees in post offices, ColiPoste offices, mail sorting hubs and financial services; and also new health and safety training materials designed specifically for mail distribution work and dealing with such subjects as using scooters for delivery, computer screen ergonomics and working with a sorting box.



Some of the new work equipment that was tested and deployed in 2013 includes mail sorting boxes that can be adapted to a specific delivery round and adjusted to match the mail carrier's height, sorting boxes for mail carriers with a medical work restriction, new sorting boxes for financial staff, roller conveyors in ColiPoste offices for handling bulk parcels, new vehicles that enable drivers to stand up and are equipped to facilitate getting in and out. Lastly, parcels are no longer simply piled on the floor of the delivery truck but are loaded according to their order of delivery.

La Poste, La Banque Postale, Mediapost SAS



Work accident frequency rate⁽¹⁾

(1) The number of work-related accidents (excluding commuting accidents) per million hours worked. The number of hours worked is determined by multiplying the average headcounts by the number of hours worked annually.

La Poste, La Banque Postale, Mediapost SAS



Severity rate⁽¹⁾

(1) The number of days lost due to work accidents (excluding commuting accidents) per thousand hours worked, including weekends and holidays.

After relative stability in 2012, a substantial 4.8% decrease in the number of work-related accidents was observed in 2013. The most frequent accidents were driving accidents, materials handling accidents and falls.

In 2013, the programme to replace scooters with safer vehicles was pursued and ergonomic handling devices were deployed.

The frequency rate of work accidents with lost time declined 4.7% in 2013 and the severity rate of these accidents fell 2.3%.

WORK HEALTH AND SAFETY NEGOTIATIONS

In 2013, negotiations were opened on the following subjects:

- methods for assessing and preventing risk factors;
- reducing and preventing psychosocial risks;
- reducing and preventing physical hardship;
- preventing, identifying and dealing with psychological and sexual harassment;
- occupational health and safety services and social assistance personnel;
- employee representative bodies: OHSC and National Health and Safety Committees.

La Poste, La Banque Postale, Mediapost SAS



Improving safety and health in the workplace.

Number of days of absence due to a work or commuting accident or illness⁽¹⁾

(1) This indicator does not include people employed under temporary contracts. The number of days absent includes weekends and holiday's.

Mediapost

Mediapost has made a considerable effort to ensure that its managers and production staff promote a culture of safety in the workplace. This includes not only the gradual deployment of safety shoes, clothing and equipment that makes work safer and more comfortable, but also training actions, such as the "Safety Lotto", which serve to increase the awareness of the approximately 380 managers of the importance of safety and preventive measures.

After this training, further training in the Hazard Assessment Document (HAD) enabled 160 sorting hub managers to learn to identify the various hazards in their work environment and to implement appropriate preventive and corrective measures. The following safety training was also provided to distribution agents:

- dog bite risk: since 2009, over 8,000 distribution agents have received either four hours of dog safety training from a specialised company (2,000 employees), or awareness training (6,200 employees) provided by in-house trainers who were trained by the specialist training company;
 - driving safety and smart driving: 1,200 distribution agents have received this training since 2011;
 - trip and fall risk: in 2011 and 2012 some 200 in-house trainers were trained, who in turn trained some 6,000 distribution agents from 2011 through 2013;
 - verbal aggression: over 600 people in 2013.
- To complete and strengthen its occupational health and safety policy, Mediapost has intensified some of its actions, and in particular has signed an agreement to reduce psychosocial hazards in the

workplace. This agreement seeks to give Mediapost employees and employee representative bodies a general framework for preventing, detecting and dealing with psychosocial hazards, by making management staff in all business areas more aware of psychosocial risk factors (and thereby improving the quality of the Hazard Assessment Document with respect to these factors), by enabling the detection of alert signals as early as possible and by providing processes and tools for personal assistance.

This agreement picks up from the training provided in 2010 and 2011 to 500 Mediapost managers, spanning the range from Executive Committee members to team leaders and from union representatives to OHSC members. This training, which is the first to deal with psychosocial hazards, makes Mediapost managers and supervisors more

accountable for this risk.

In April 2013, an agreement on telecommuting was also unanimously agreed.

La Banque Postale

As part of its annual occupational hazard prevention plan and in accordance with the agreement signed in 2010, La Banque Postale is undertaking various initiatives, which include health-screening campaigns, training in defibrillator use and the prevention of psychosocial risks. The Sustainable Development and Youth Employment Department has also created a position for a Mediator and Support Officer, whose role is to help HR staff and managers deal with complex individual situations. A telecommuting agreement was signed on 10 January 2014.

ROUND-THE-CLOCK PSYCHOLOGICAL ASSISTANCE

In addition to individual company procedures to provide employees with psychological support and guidance, on 18 December 2013, Le Groupe La Poste set up a new national support system that is free of charge, anonymous and confidential.

This new service enables any Group employee to dial a toll-free number, 24/7, to talk with a professional psychologist about a professional or a personal problem.

There is also a service specifically for HR staff and managers, to help them deal with the difficult and emotionally trying situations they may encounter when providing guidance and assistance to employees. They may also contact a psychologist 24/7 by dialling another toll-free number.

This new service will be rolled out in three phases – first, in December 2013, in north-eastern and north-western France, except for financial services; then in February 2014, in south-eastern and south-western France, Corsica and in French overseas territories, and for all La Poste financial services; and lastly in March 2014, in Paris and the surrounding Île-de-France region.

A leaflet on this new service and the number to call will be sent to the homes of all employees.

Responsible change management

Responsible change management is underpinned by the determination to achieve genuine quality of employment and quality of life in the workplace, and to develop the employability of employees that will enable them to assume new responsibilities. Developing employee competencies is therefore at the heart of Le Groupe La Poste's human resources policy. The signing of the quality of life at work framework agreement in 2013 resulted in several new measures in this direction and opened up

negotiations on career development. The objective was to take forward-looking employment and career management a step further and strengthen career development policies. Le Groupe La Poste and its largest subsidiaries have taken advantage of this opportunity to enhance their processes for developing competencies, and all La Poste divisions and subsidiaries are now committed to providing each of their employees with at least one training opportunity a year.

The Group's method for managing organisational change was negotiated in 2012 and was tested for six months before being deployed in November 2012. The quality of life at work agreement strengthened the Group's obligations under labour negotiations, particularly with respect to the projects under discussion and the need to present alternative reorganisation scenarios. An alert system was set up to signal any non-compliance detected.

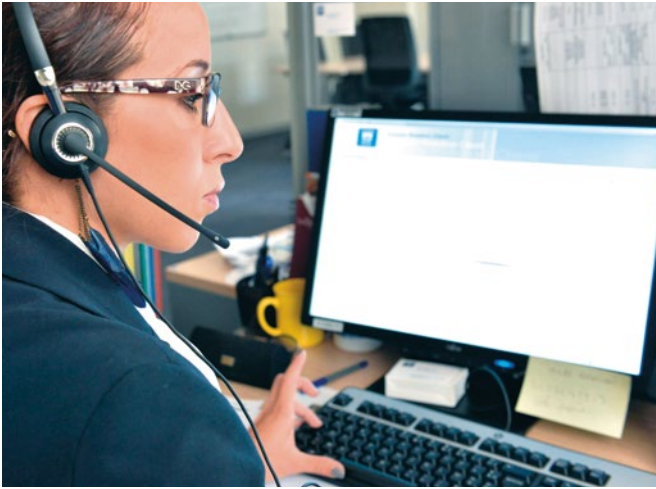
Enabling everyone to develop their competencies

Le Groupe La Poste's career development policy takes both people and their career objectives into account and aims to:

- meet the career development needs of employees, however diverse their individual projects and whether these projects involve geographic or functional mobility within the company, mobility into another civil-service job or setting up a business;
- increase the loyalty of employees by offering them more career development opportunities;
- support the Group's modernisation by enabling competencies to go where and when they are needed;
- pursue the consolidation of the current system of competencies-based human resources management, which is already in place with respect to training and promotion.

In October 2013, Le Groupe La Poste organised its first Career Development Week, the theme of which was "A week for everyone and a project for you", during which employees were able to discover all of the Group's activities and develop their career project by attending over 800 events, conferences, meetings and workshops throughout France.





La Banque Postale has boosted its career development to keep pace with the increase of promising new jobs for the future, such as online banking advisors, business clientele and public-sector clientele account managers, or more specialised jobs in risk management, internal control and fraud prevention.

Promoting internal mobility

Le Groupe La Poste

Facilitating the internal mobility of employees is central to meeting the challenges Le Groupe La Poste must face. This is why it is working to develop opportunities for career development within the Group. With its main French subsidiaries, La Poste enables its employees to play an active role in planning their career development by creating an environment where they can take the initiative, with clear rules that govern internal mobility, job banks on the Internet or company intranet that are available to all employees, and a network of mobility advisors and career development advisors in all Group entities. A further step was taken in 2013 with the signing of the quality of life at work agreement, which enabled all La Poste's French subsidiaries to access the job bank.

Mediapost

To make it easier for distribution agents to become mail carriers, Mediapost has set up a training system that enables them to earn a CAP vocational diploma in mail distribution and customer service.

La Poste

In 2013, La Poste categorised all of the jobs in its various business activities into common career groups and sub-groups. This common framework, which is simpler and easier to understand, will facilitate the development of more career paths and more diversified career paths throughout La Poste. It will also enable a common approach to developing forward-looking employment and career management for all Group entities. Lastly, La Poste has established more career paths between its divisions and professional disciplines.



In 2013, **613** Mail and ColiPoste employees were able to enhance their skills by combining their post office work with in-class training and thus qualify for a sales counter position.

HELPING EMPLOYEES PLAN THEIR CAREERS

How does La Poste help postal workers plan their careers?

Any employee, regardless of status or level, who has been in the same job or function for over five years, may request an interview with a mobility advisor, a career development advisor or another HR specialist, to discuss their career objectives and plan.

Are managers involved?

As of 2013, new managers receive special training that enables them to assist all of their team members with their career development project.

Facilitating external mobility

Civil service opportunities

To meet the requests of civil servant employees who are interested in seeking employment elsewhere in the civil service, in 2008 La Poste implemented a new procedure that enables them to be transferred to one of the three French civil service sectors: the national government, local government or public-sector health-care. This procedure, which is common to all three sectors, was established under Act no. 2007-148 of

2 February 2007 and extended under Act no. 2012-347 until 31 December 2016.

Given this possibility, La Poste and the CNFPT (the National Centre for Local Government Civil Service) signed a training partnership agreement allowing postal employees seeking employment in local government to receive special career path training at CNFPT or sign up individually for courses to prepare for one of the civil service exams administered by CNFPT.



In 2013, La Poste helped **203** employees find a new civil service job.

96.2% of the employees that obtained employment in another civil service post said they were satisfied or very satisfied with their career development.



Supporting entrepreneurship

La Poste has a policy of actively supporting the business projects of its employees. This policy is based on five principles – the project must be at the employee's initiative, equal treatment, complete information and transparency, confidentiality and personalised assistance.

Employees who wish to create or purchase a business are entitled to various services, such as a toll-free information line, assistance from specialist advisors, access to training, more flexible working hours, leave from work, financial aid, ongoing support once the business is created and the right to be reinstated.



In 2013, **130** postal employees created or purchased a business and **61** received financial aid from La Poste.

The importance of training

In an environment of rapid economic and social change, La Poste's strategic plan includes ambitious objectives for developing new services and for improving the quality of customer service and the quality of life in the workplace. Accordingly, training is more than ever considered to be an investment in future business performance, with important implications for the Group's human resources. Being able to identify the skills that will be necessary

to meet the future requirements of markets and customers is a key competitive factor. But training must also meet employee needs for personal recognition and professional development. The awareness of this resulted in a sharp increase in the number of employees who received training in 2013, with almost 80% participating in at least one training event. This training effort must enable everyone to gain and maintain the competencies they need to do their job and realise their career objectives.



Training expenditures

As a percentage of payroll.
Scope: La Poste.

2013 saw the creation of the Management Institute, which specifically trains, develops and broadens the horizons of the Group's managerial staff, and conducts research on management.



La Poste: almost **78.5%** of postal employees participated in at least one training event in 2013.

La Banque Postale: **76%** of employees participated in at least one training event in 2013.

The objective is **100%** of employees by 2015.

La Poste's training programme for 2013 is part of an ambitious effort to develop employee skills. Its key objectives are to:

- support training projects that strengthen career paths;
- ensure employee career development within and outside the company;
- contribute actively to the recognition of professional experience, skills and qualifications, while making sure to maintain basic knowledge and skills and facilitate access to programmes that enable qualification or certification;
- give special attention and assistance to certain

categories of personnel, such as older and disabled employees;

- make training more accessible for all employees;
- increase coaching, which, among other things, has proven its effectiveness in preparing young people for employment and in enabling the transfer of skills under generation contracts. It will therefore be necessary to provide specific training and support for coaches;
- support the development of management skills through business area training or Management Institute training programmes and develop the professionalism of HR staff.



Total training hours (in thousands)

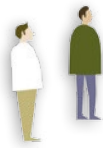
The number of hours of in-house and external training provided to all personnel (ie the total annual workforce including part-time students) excluding training provided under CIF and CFP training contracts, or under experience validation or skills assessment programmes. Training hours are counted in the year that training programmes are completed.

Scope: La Poste

The impetus La Poste has given to its training policy has boosted the ratio of employees who participated in at least one training event annually, from 1 out of 2 in 2012 to 8 out of 10 in 2013. This heightened focus on training resulted in almost 24% more training days provided over the year.



In 2013, La Banque Postale provided Risk Management and Net Banking Income training to all of its managers. In parallel with this, the rolling out of its management development program, which began in 2012, resulted in the training of 2,300 managers by the end of 2013. A new programme focusing on cooperation, strategic communication and leadership that is intended for all bank, financial services and La Banque Postale subsidiary managers was also launched in 2013.



Since 2006, **790** employees at Mediapost have received the following certificates or diplomas – the General Training Certificate (720 distribution agents); the Logistical Operations and Methods Technician's Certificate, through recognition of professional competencies (24 employees); a professional degree from a relational marketing school created in partnership with IEMD, the European Institute of Direct Marketing (24 sales people); the Direct Distribution Team Leader certificate of professional qualification (12 direct distribution team leaders) and the "HR assistant" diploma, equivalent to a two-year college degree (10 HR assistants).



Actively supporting work-study programmes

La Poste is convinced that programmes that alternate work with study are an effective way of preparing young people for the world of work. For many years now it has made a determined commitment to increase work-study opportunities under apprenticeship contracts and work-and-training contracts. With these contracts, La Poste has two objectives:

- to train young people for their first job, by giving them the possibility to earn a diploma and get the initial job experience that will increase their employability;
- to "pre-recruit" new employees (particularly for such "core business" jobs as mail carrier and financial advisor), in accordance with hiring requirements.

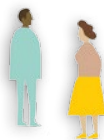
The programmes available at La Poste enable young people to earn vocational certificates and degrees ranging from a CAP occupational certificate to a

master's degree. La Poste intends to make at least 7,500 work-study contracts available over the three years from 2013 through 2015. Despite a sluggish economic environment in 2013, 5,106 young people were employed under an apprenticeship contract or a work-study contract.

La Poste's policy of competencies-based promotion

Given the key role that the development of competencies plays in La Poste's human resources policy and management, employees may be promoted on the basis of either:

- their professional competencies, enabling promotion to the next highest grade;
- their professional potential, enabling several grades of promotion;
- their professional experience, enabling promotion to the next highest grade, based on merit and seniority.



In 2013, **12,873** employees were promoted on the basis of one of these three mechanisms, for a promotion ratio of 5.8%. Over the past three years, a total of 47,390 employees have been promoted.



Number of promotions

Scope: La Poste.

2010 and 2011 were marked by a particularly high number of promotions under agreements to upgrade qualifications. The pace of promotions was also robust in 2013, at 12,873. Among management and supervisory positions there were 3,980 promotions vs 1,045 external hires (see table 1.3.1). This shows the priority given to internal promotion at La Poste. Women accounted for over 52% of promotions.

PROMOTION WITH A DEGREE

In keeping with its tradition of furthering social advancement, La Poste's work-study promotion programme gives employees who did not get a chance to continue their education after high-school but who have the potential to earn a university degree the opportunity to do so and be promoted to an operational management position. This eighteen-month programme consists of courses in a management school that lead to the equivalent of a five-year university degree and internships in an operational management position, under the guidance of a tutor.

La Poste employee social benefits

COGAS (the Employee Benefits Advisory and Management Committee) is responsible for overseeing and managing the "social" benefits in kind to which La Poste employees are entitled. This committee is composed of 24 members: eight company representatives, eight union representatives and two representatives for each of the national associations representing the following four sectors: mutual-aid and solidarity; sports and leisure; culture, food services and economic activities. The Committee is chaired by La Poste's President or his representative. Subsequent to the election of employee representatives on 18 October 2011, the CGT, SUD and FO unions each had two representatives on the committee, while CFDT and CGC-UNSA each had one. This proportion of union representation is also observed in the CTPC

committees, which serve the same function as COGAS at the local level.

Since July 2013, all employee social benefits, which had been mainly reserved for permanent employees, have progressively been made available to employees hired under temporary contracts for over three months. The budget for these benefits in 2013 was €212.6 million and mostly served to fund food services, sports and cultural activities, child-related expenses and mutual aid/solidarity benefits.

La Poste has also developed social benefits for individual employees in accordance with its company policy, such as holiday vouchers (42,500 beneficiaries), school expense allowances, and prepaid CESU universal service checks.



La Poste employees received an average of **€1,011** in social benefits in 2013.

A comprehensive offering of social benefits

Food services, which consist of meals served in company cafeterias and restaurant vouchers (67,265 beneficiaries), account for 44.1% of the total budget. Meals served in cafeterias meet the nutritional requirements of the National Nutrition & Health plan. In 2011, COGAS took steps to improve this food service by adapting meal preparation and distribution to the specific characteristics of each La Poste entity, including work organisation and hours, and to the requests of employees.

Child and youth aid is the second largest budget item, accounting for 21.8% in 2013. It includes infant and child care services in nurseries or recreational centres, and stays in summer camps or vacation centres.

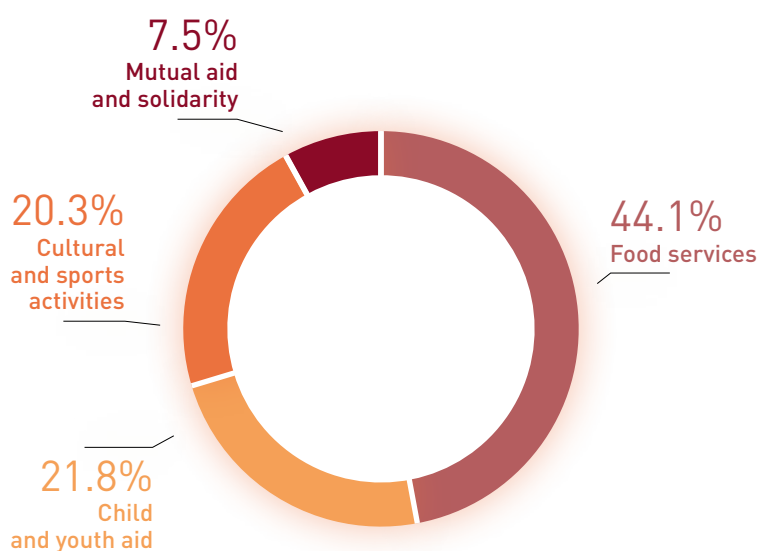
Cultural and sports activities are the number three budget item, accounting for 20.3% of the total budget and involving two types of expenditure:

- direct financial aid to facilitate the practice of a sport or access to a cultural or leisure activity;

- financial subsidies to sports or cultural organisations to make their activities accessible to all employees.

Mutual-aid and solidarity actions are the fourth largest budget item, accounting for 7.5% of the total. They consist in financial aid to families with children with disabilities or members with severe illnesses or who suffer from alcoholism, and to blood donors, to emergency responders and to people with disabilities. To help them deal with adversity, postal employees may seek assistance from a company social worker and can rely on many other forms of assistance depending on their situation, such as financial aid or a loan, catastrophe aid, assistance with over-indebtedness with Crésus, debt restructuring with CMP, emergency rent payment aid to avoid expulsion and rent assistance.

La Poste employees and pensioners can find information about social benefits on the Portail Malin website.



A comprehensive offering of social benefits⁽¹⁾

(1) Excludes management and overhead expenses, which account for 6.3% of the total.

"Postal Services CSR Action" sheets present various initiatives to engage postal employees in CSR actions in their everyday lives. The themes covered include biodiversity (installing bee hives on La Poste premises and delivering baskets of organic food), sustainable mobility (encouraging cycling and car-sharing), setting up sustainable concierge services and recycling. The objective is to inform managers about simple things they can do at postal sites and provide tips for implementing these actions.

REDUCING OUR ENVIRONMENTAL FOOTPRINT

To reduce its impact on the environment⁽¹⁾, the Group concentrates its efforts on two objectives. The first is to prevent global warming, by lowering its direct greenhouse gas emissions and indirect emissions (resulting from electricity consumption and heating systems) by 20% over the five years from 2013 to 2018. The second is to optimise the management of the resources it needs for its activities and of the waste these activities generate, in a “circular economy” approach.

A key partnership with WWF

Under a partnership agreement with the World Wildlife Foundation (WWF) in 2008, La Poste assesses the environmental risks and impact of La Poste’s mail and parcel activities and to determine appropriate mitigation measures and action plans. It has also made it possible to measure the value of La Poste’s environmental performance and commitment, which La Poste has already demonstrated, particularly through its efforts to use paper in a sustainable manner and to reduce CO₂ emissions. The signing of a new

agreement in 2013 for the next three years will make it possible to demonstrate to our respective stakeholders the value of the work we have accomplished together. This partnership involves philanthropic support of WWF’s conservation work, and in particular its actions to promote reforestation and sustainable cities. This work is being continued in four areas – the circular economy, sustainable cities, responsible IT and combating climate change.



A partnership agreement with the World Wildlife Foundation (WWF) signed in 2008 has made it possible to assess the environmental risks and impact of La Poste’s mail and parcel activities

Reducing greenhouse gas emissions

Taken together, the Group’s scope 1, 2 and 3 greenhouse gas emissions were up 6% in 2013. This increase is due to the fact that additional subsidiaries were included in its reporting on GHG emissions. The Group pursued its efforts to reduce the emissions produced by its vehicles and buildings, by ordering 10,000 electric vehicles, training over 79,000 employees in eco-driving, reducing airmail service and using more eco-friendly means of transport, optimising transport

plans, reducing building floor area and lowering energy budgets, renovating and insulating buildings, obtaining high environmental quality certification and increasing the awareness of employees and operators.

Building-related GHG emissions do not include leakage of refrigerant gases, since this would be extremely hard to monitor given the number of buildings managed (11,847 for subsidiary Poste Immo alone) and the diversity of property management practices.



GHG emissions for which the Group has made specific commitments (direct emissions and indirect emissions resulting from electricity consumption, scope 1 and scope 2 emissions) decreased **2%** in 2013.

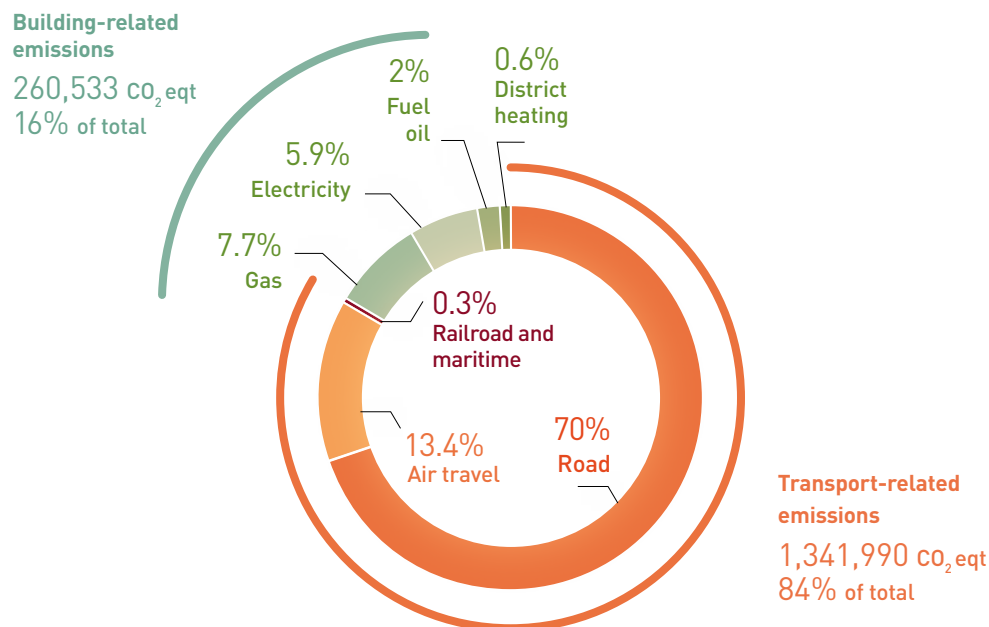
⁽¹⁾ Air (other than greenhouse gases), water and soil emissions are not monitored. However, due to their nature, the Group’s business activities do not generate substantial amounts of pollutants other than those relating to the use of internal combustion vehicles or land use, and represent a very low risk of water and soil pollution.

	Scope 1: direct emissions of rented or controlled resources, internal vehicle fleet and buildings.	Scope 2: indirect emissions of electricity consumption and district heating systems.	Scope 3: indirect emissions of outsourced transport and employee transportation services.	Total: scope 1 + scope 2 + scope 3.
2013	435,652	99,838	1,067,033	1,602,523
2012	458,028	88,362	959,876	1,506,266

Greenhouse gas emissions of transport vehicles and buildings in CO₂ equivalent tonnes (CO₂ eqt)⁽¹⁾

(1) Scope: Le Groupe La Poste.

Emissions are classified as scope 1,2 or 3 as per the GHG Protocol methodology.



GHG emissions breakdown

Scope: Le Groupe La Poste.

CARBON MANAGEMENT, A STRATEGIC PRIORITY

The management of carbon emissions has become a key component of the Group's sustainable development strategy and is included in its strategic plan through 2020. Mail, Parcels and Express Parcels currently account for 90% of the Group's carbon emissions. They have set up a carbon management process that involves:

- measuring the CO₂ emissions of operations;
- reducing these emissions through specific actions while focusing on the most polluting activities, such as transportation, building energy consumption and IT energy consumption;
- voluntarily offsetting the remaining emissions for mail and parcel services and for express internal parcel services;
- reducing emissions through responsible service design.

Reducing the environmental impact of transportation

Transportation accounts for three fourths of La Poste's carbon emissions and the bulk of particle and noise pollution. La Poste's fleet of internal combustion and electric vehicles covers over 1.6 billion kilometres a year excluding express services and mail and parcels to French overseas departments and international destinations. To reduce their environmental impact, and in particular their direct carbon emissions, air pollutants and noise, it employs various means. The first is technological and involves replacing fuel-powered vehicles with electric vehicles, which produce substantially less carbon emissions and

air pollutants (i.e. particles and NOx) and are less noisy. Fuel-powered vehicles are also becoming more and more environment-friendly as they approach latest future European Union standards. The second means is to use less polluting forms of transportation. For example, the Mail business is making less use of airplanes and more of trains, and especially combined rail-road transport and swap bodies. In 2013, there were 12 rail links with swap bodies in service. This is a big improvement since each swap body link replaces a road link with a semi-trailer truck. Efforts also involve making better logistics choices: by the end of 2013, 69% of ColiPoste's national links involved bulk deliveries, compared to 67% at the end of 2012.



Using smaller airplanes (for example, replacing a Boeing 737 [110 cu.m] in Strasbourg with a Fokker 27 [40 cu.m] lowered costs as well as CO₂ emissions. This trend accelerated in June 2013, with the end of airmail service in the city of Pau, and in early 2014 with the retirement of three Fokkers serving Do Strasbourg, Limoges and Clermont-Ferrand.



For lower value products that can take up to four to seven days to be delivered, La Poste is developing the use of railroad transport with swap bodies. 12 swap bodies have been deployed on the routes from Lille and Paris to Lyon, Bordeaux and Marseille, and have replaced as many semi-trailer trucks on the road.



The Group has been encouraging its employees to adopt sustainable commuting practices through car-pooling and company mobility plans. In addition to raising their awareness of using public transportation and bicycles to commute, a car-pooling website was set up in 2013 that enables employees to easily form a car pool for their daily commutes.

Managing vehicle fleets more efficiently and improving driver behaviour also play a big role in reducing pollution. Since 2007, 79,195 employees have been trained in eco-driving. In 2013, the Mail division's engineering department developed, and tested with the support of test groups, a series of tools for managing vehicles and optimising their loads. These tools include a budget simulator, a vehicle maintenance record and a guidebook of vehicle management best practices. A visual alert system enables facility managers to immediately see which vehicles are consuming the most energy. Employees can then check the history of expenditures and fuel consumption for these

vehicles and rapidly correct driver behaviour or identify a technical problem. This system also includes, for each site, management dashboards and annual local and national benchmarks. In addition to its carbon emissions, Le Groupe La Poste would now like to improve its knowledge and control of other types of environmental impact. Accordingly, in May 2013 the Mail business signed a partnership agreement with the NGO France Nature Environnement to reduce air and noise pollution, particularly that caused by transport, and to promote discussion on the distribution of advertising material.

ENGAGING TRANSPORT CONTRACTORS

For several years now, purchasing specifications for transport services have included environmental criteria. In the schedule used to rate service providers, these criteria (e.g. fuel consumption, compliance with EU standards, etc.) have a weighting of over 10%. Other criteria are also subsequently examined, such as transport vehicle age and whether or not drivers have received eco-driving training. In 2013, Mail began to ask its transport contractors to indicate the fuel consumption of each of their vehicles to enable more granular management of transport-related carbon emissions.



La Poste's fuel-powered vehicle fleet:

- 11,941 scooters;
- over 50,701 light utility vehicles;
- 334 trucks;
- 10 quadricycles.

La Poste's electric vehicle fleet:

- 16,236 electric bicycles;
- 1,041 quadricycles;
- 3,679 light utility vehicles.

A responsible approach to logistics

Le Groupe La Poste continuously optimises its various transport systems to reduce fuel consumption and the total number of kilometres travelled. To achieve this objective, synergies between the Group's business areas are gradually being developed, particularly between Mail and Parcels.

Since 2007, La Poste has been reorganising its mail sorting and distribution system. Mail is now no longer sorted in 130 sorting centres located in urban areas, but at some 50 industrial sorting hubs located in industrial zones. By optimising

transport routes and means, this new mail sorting and distribution network enables a structural reduction in CO₂ emissions.

Le Groupe La Poste has also made it a point to reduce the number of kilometres its employees travel for business purposes and to have them use a train for short or medium trips. In addition to the various HR rules and tools that apply to business-related travel and eco-driving training, La Poste also encourages employees to car pool for business travel when possible, to use trip optimisation applications and to arrange meetings by telephone, video and video-conference.

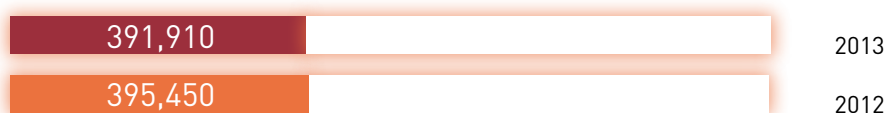
Delivery on foot or by bicycle



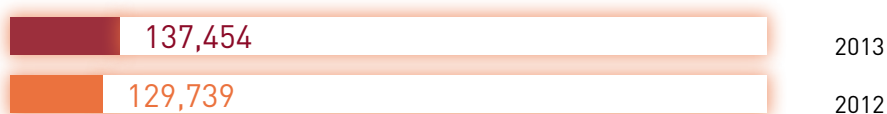
Owned and operated vehicles



Transport contractors



Work-related travel



Annual distance travelled

In thousands of kilometres

Scope: Le Groupe La Poste, excl. express services and mail and parcels to French overseas departments and international destinations.



Mail

From 2008 through 2012 the simplification of the sorting centre network has reduced the number of kilometres travelled by 4.7%, a trend that continued in 2013 with an additional 1.7% decrease. This densification of the network has also made it possible to optimise vehicle size and replace, for example, three large trucks with one semi-trailer and a small truck.

The Group is committed to developing sustainable urban logistic services, such as the Pickup Services network, Chrono City, Cityssimo, on-foot parcel delivery and delivery by appointment with Colizen.



Achieving energy transition

Making the transition to renewable sources of energy is a key objective for Le Groupe La Poste. By consuming less energy and improving the energy mix, the Group will be able to reduce its carbon emissions and cut costs.

In addition to its indirect efforts to prevent global warming, the Group is committed to reducing the energy consumption of its buildings by 15% from 2012 to 2018, at constant climate conditions.

As part of its voluntary commitment to observe the Energy Efficiency Charter for Public- and Private-Sector Buildings, Poste Immo also aims to reduce the energy consumption (kWhEF/sq.m) of owned buildings with more than 5,000 sq.m of usable leased floor area by 25% from 2011 to 2020. This will require the cooperation of building operators and occupants.

A PROJECT TO PURCHASE RENEWABLE ENERGY FOR TRANSPORT VEHICLES

Le Groupe La Poste is examining the possibility of purchasing energy obtained from renewable sources for some of its vehicles. The first step toward this objective could be the purchase or production of renewable energy for electric vehicles, thus further reducing their environmental impact. This project would be led by the Group in collaboration with Poste Immo and the business areas directly concerned.

Other energy sources used for transport purposes – biofuels (such as E80), bioGNV (biomethane for vehicles) and hydrogen – are obtained from renewable resources and could be used in place

of oil-based fuels. Tests for mail distribution are currently underway in the region of Franche-Comté and the department of Isère.



By the end of 2013, Poste Immo's subsidiary Arkasolia had deployed 42 photovoltaic installations (representing a total of 27,733 sq.m of solar panels), of which 22 (17,703 sq.m) were deployed in 2013 alone.

Reducing the environmental impact of buildings

The rapid transformation of the regulatory environment triggered by the Grenelle Environment Forum is profoundly changing property construction, renovation and operation practices. Poste Immo, which manages 11,847 buildings representing a total of 6.7 million sq.m, of which 3.97 million sq.m are owned by the Group, is working hard to reduce energy consumption and carbon emissions.

In late October 2013, Poste Immo signed the Energy Efficiency Charter for Public- and Private-Sector Buildings and is now improving energy efficiency by:

- making sure that buildings are appropriately sized and suitable for current requirements and new functions;
- renovating buildings;
- increasing the environmental awareness of occupants;
- modernising buildings and promoting energy efficiency in accordance with such standards as BBC and HQE when practicable. When planning construction projects, the use of renewable energy sources is systematically taken into consideration.

MEDIAPOST'S NEW ENVIRONMENT-FRIENDLY HEADQUARTERS

The 90-metre high "Crystal Tower", where Mediapost has its new head office, has 28 floors, 25,534 sq.m of office space and was designed to minimise energy consumption. The building has been granted BREEAM Renovation certification and is being reviewed for HQE Operations and BREEAM In Use certification, which attests that the environmental quality of renovation work has been maintained. The tower has a geothermal system that uses underground water to regulate temperature on all floors throughout the year. Moving to the Crystal Tower has enabled Mediapost to reduce its energy consumption almost by half. The number of parking spaces has been reduced by two thirds.

SINCE 2010, SIX BBC CERTIFIED BUILDINGS HAVE BEEN DELIVERED AND LEASED UNDER "GREEN LEASES"⁽¹⁾.

In 2013 the number of lease agreement riders with environmental clauses was voluntarily increased from 7 to 189. By the end of the year these riders concerned 36 buildings.

(1) Decree no. 2011-2058 of 30 December 2011 requires that leases for office or commercial premises of over 2,000 m² include an "environmental rider". This decree applies to leases that were entered into or renewed as of 1 January 2012 and to all leases as of 14 July 2013.

Reducing the environmental impact of information systems

Le Groupe La Poste has launched a programme to reduce the carbon emissions of its information and communication systems. In keeping with the Group's responsible purchasing policy, supplier

specifications now include "Green IT" clauses that promote eco-responsible IT and communication systems. These specifications mainly have to do with procuring IT and telecommunications equipment that is energy-efficient and eco-certified.

Observing circular economy principles

Managing waste responsibly

Le Groupe La Poste's various activities essentially generate three different types of waste – waste electrical and electronic equipment; paper and packaging waste (cardboard, palettes and plastic items) and household waste. The Group is progressively deploying action plans for sorting, processing and recycling this waste. This is the case, for example, of Mail and ColiPoste industrial sorting hubs, where the volume of waste handled makes it possible to optimise waste management. ISO 14001 certification of the environmental management system at ColiPoste's 15 sorting hubs has also improved waste management, reduced energy and water consumption, and prevented

pollution risk. Throughout 2013, the Mail business conducted a pilot project in the Île-de-France region to implement the selective sorting of the main types of recyclable waste generated by its activity (i.e. cardboard and plastics) at all of its sites. When Mail trucks go to industrial sorting hubs to pick-up mail, they return these waste materials, which are then collected by a service provider who ensures that they are systematically recycled. Some 180 tonnes of cardboard and plastic are thus expected to be recycled annually. Waste electrical and electronic equipment is treated by specialised contractors under national contracts. Materials may be salvaged and recycled, or equipment may also be sold or given away.



83% of WEEE for the reporting scope comprised of La Poste, La Banque Postale, Mediapost and Poste Immo was recovered in 2013. This recovery rate was extrapolated (excluding donations and sales) on the basis of reporting on materials accounting for more than 70% of the total WEEE handled by the specialised recycling sector.

Scope: La Poste, La Banque Postale, Mediapost and Poste Immo



Waste electric and electronic equipment

In tonnes.

Includes IT, security and telecommunications equipment that is processed by specialised contractors or, when waste exceeds 25 tonnes, equipment that has been sold or donated.

Using resources responsibly

Le Groupe La Poste does not use water in its production processes, except for the National Stamps Department, which uses water for printing and is ISO 14001 certified. The Group is a service-sector consumer of water, which it uses mainly in its cafeterias. It does not use water for industrial purposes. Water is obtained from municipal water distribution systems and is subject to no particular local requirements. The water

consumption of Le Groupe La Poste, excluding Parcels & Express subsidiaries, has declined steadily, by 0.7% in 2012 and 5% in 2013. Reducing water consumption is one of the objectives of cost-cutting plans and eco-awareness campaigns. Although the large number of the Group’s sites certainly have an impact on land and soil use, particularly in terms of the area occupied, their impact in 2013 could not be determined.

Scope: Le Groupe La Poste



Scope: Le Groupe La Poste excluding Parcels & Express subsidiaries



Water consumption

In thousands of cu.m.
Scope : Le Groupe La Poste, excluding Parcels & Express subsidiaries.

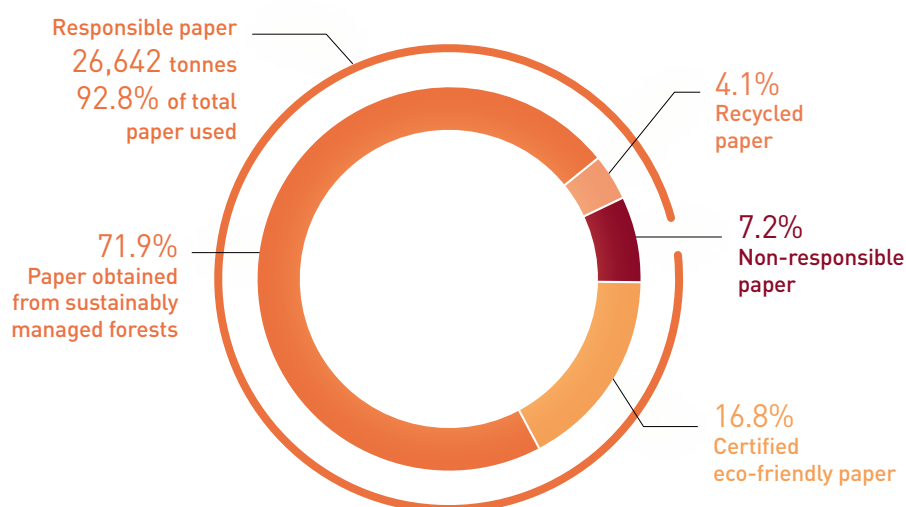


The national stamp printing house, which is ISO 14001 certified.

Paper recycling

Using paper responsibly is very important for Le Groupe La Poste as its business activities make it a major consumer and transporter of paper. All Group entities are encouraged to use

environmentally responsible paper for their own consumption. Recycling used office paper is also a key concern, with the objective being to recycle over 80% of waste paper from Group offices by 2020.



Reducing the impact of our paper consumption
Percentage of responsible paper consumption⁽¹⁾

(1) Scope: Le Groupe La Poste.



28,715 tonnes of paper were consumed by Le Groupe La Poste in 2013
(14% less than in 2012).

Responsible paper accounted for **92.8%** of this total volume,
up 0.4 points, after an improvement of 13.1 points between 2011 and 2012.

Protecting biodiversity

The main sources of the potential impacts of the Group's activities on the biological balance of natural environments and on protected animal and plant species are linked to the emission of greenhouse gases and local pollutants and the consumption of natural resources, two areas in which active policies have been adopted. For example, Poste Immo, which manages the Group's real estate assets, has identified all buildings located in "areas of ecological interest" and has audited specific buildings to determine their impact on biodiversity.

When necessary, Group entities in France observe recent obligations to reduce night-time lighting of buildings.

After a study of eco-system services at an industrial sorting hub operated by the Mail business, Le Groupe La Poste signed two partnership agreements in 2013 to raise

awareness of the need to protect biodiversity.

The first was with l'Espace national de concertation pour la sensibilisation des scolaires, which raises the eco-awareness of school children, and the second was with the Fondation Nicolas Hulot, to inform and train its own employees. Some high-profile urban sites, such as the La Banque Postale's head office and the Paris Louvre post office, were selected to install bee hives.

In addition to the actions that La Poste has undertaken directly, the carbon offsetting programme of the Mail, Parcel and Home Services business areas, which involves funding projects in Kenya and Peru, also protects biodiversity.

For example, the project to provide potable water to over 4.5 million people in Kenya helps preserve forest shrubbery and prevent soil erosion, while the project in Peru helps preserve biodiversity over almost 100,000 hectares of Amazonian forest.

(see Commitment 2).

Commitment 2

“To support regional and local economic development and employment”

A major force in local communities / 104

Developing sustainable mobility and personal assistance services / 105

Promoting corporate social responsibility / 110

Supporting local economies and communities / 111

Helping everyone access essential services / 115

A MAJOR FORCE IN LOCAL COMMUNITIES

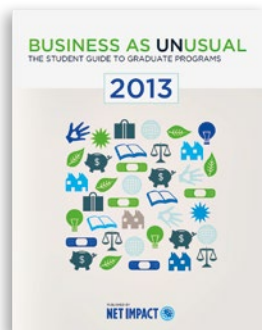
Le Groupe La Poste's public service missions and other activities, 266,000 employees in France, large and diverse customer base, and deep roots throughout the country enable it to play a key role in the lives of local communities. The Group is actively involved in deliberations with local authorities and community organisations, and in preparing policy actions and plans that will shape the future, such as: Regional Climate, Air and Energy Plans; Climate Plans; Agenda 21 projects, the development of small- and medium-size enterprises (SME) and of social economy NGOs, including those who help people enter the workforce. As a member of the SME Pact, La Poste encourages its suppliers to work

with these organisations and programmes. In partnership with ADIE (Association pour le droit à l'initiative économique), La Banque Postale provides micro-credit loans for setting up and purchasing a business. It also provides loans and factoring services to SMEs. Furthermore, in its first year of lending to local authorities, La Banque Postale's total loans in this category amounted to €3 billion. Lastly, Le Groupe La Poste is using funds from voluntary carbon offsetting to support projects to reduce greenhouse gas emissions in local communities and promote their economic and social development.

CONTRIBUTION TO RESEARCH

The diversity of its activities and direct contact with all types of people makes La Poste an ideal laboratory for various researchers. The Group hosts student interns and doctorate students, and participates in the prioritisation of research projects and in the development of new educational programmes.

Investing in CSR-related research allows the Group to explore new orientations and new ways of adapting to human, organisational and technological changes in society as quickly and effectively as possible. The Group funds the Diversity Management Chair at Paris Dauphine University and the "Business as Unusual Chair" at the Kedge Management School, while Poste Immo jointly funds ESSEC's Sustainable Property Chair. In 2012, another research partnership with the ENSAV school of architecture in Versailles resulted in the completion of the "Inventory of Heritage Post Offices in the Paris Metropolitan Area", in collaboration with LEAV, the school's research laboratory.



The Group funds several university chairs, such as:

- the Diversity Management Chair at Paris Dauphine University;
- the Business as Unusual Chair at the Kedge Business School;
- the Sustainable Property Chair at ESSEC (jointly with Poste Immo).

DEVELOPING SUSTAINABLE MOBILITY AND PERSONAL ASSISTANCE SERVICES

Given the specific challenges that Le Groupe La Poste must face and the diverse expertise it has acquired, it has naturally made a special

commitment to developing new personal assistance services for its customers and to promoting sustainable mobility and recycling.

Sustainable mobility

The Group's size and position in its markets enable it to play a key role in many innovative projects that involve multiple participants, particularly in the area of sustainable mobility. One example is the Group's commitment to develop a more eco-friendly fleet of delivery vehicles. In 2009, a procurement group headed by La Poste's Chairman was formed to purchase electric vehicles. After three years of work to study and determine the needs of state-owned enterprises, some 20 private-sector companies, and local and national government entities, almost 20,000 vehicles were ordered, including 10,000 for La Poste. As a member and director of AVERE, an industry trade group that promotes electric vehicles and mobility, and in partnership with UGAP, a public-sector purchasing group, Le Groupe La Poste toured various regions of France with an electric vehicle to share its experience.

These efforts have enabled a sustained and competitive offering of electric vehicles and have helped foster the emergence of light utility vehicle production in France. The creation of specialized subsidiaries also testify to the Group's determination to promote new mobility solutions. One such example is Greenovia, which provides consultancy services and solutions for eco-mobility and transportation. It uses the Group's experience and expertise in fleet management to help businesses and local authorities switch to more responsible forms of transportation. It shows them how to optimize the management of their vehicle fleets, start using electric vehicles and implement mobility services, such as car-pooling and car-sharing. Another example is Mobigreen, which initially trained postal workers in eco-driving and now provides training in electric vehicle operation and driving safety.

Greenovia
Des idées pour un monde en mouvement

mobi green



INFINI DRIVE, A RESEARCH PROJECT TO DEVELOP RECHARGING INFRASTRUCTURE

In response to a preliminary call for tenders from ADEME, as part of its Future Investments Programme, a consortium of eight companies that includes Le Groupe La Poste and ERDF was selected to conduct the Infini Drive research project. Launched in September 2012, during European Mobility Week, this project involves the large-scale introduction of electric vehicles in captive fleets. Each of the 12 test sites added electric vehicles to their fleets and was equipped with a device for recharging them, sending and receiving data and automatically controlling the recharging of several different types of vehicles.

The objective is to develop a system that is both economical, environmentally efficient and suitable for employees. This will involve:

- using the most appropriate vehicle for a given delivery round;
- determining vehicle power requirements and therefore the amount of energy necessary for the next recharge, while selecting the most carbon-efficient energy mix.

At the end of this first year, on-site trials and data modelling were almost completed. In fall 2014, the consortium will publish its findings in a "Green Paper on Charging Station Infrastructure for Captive EV fleets". The Infini Drive project is headed by Greenovia. The Mail business has provided and is monitoring the test sites, Docapost is processing the test data and the CSR department is in charge of communication. In 2013, a brochure presenting the project was issued during Mobility Week. It was also the subject of a two-page spread in a special issue of *Postéo* dedicated to sustainable mobility in 2013.



AVERE-France is a trade association that promotes the purchase and use of electric and hybrid vehicles. Each year, it organises the Electromobile City Awards (Trophées des Villes Électromobiles) to honour cities that have demonstrated a special effort to promote sustainable mobility and electric vehicles in particular. A partner in this initiative from the start, La Poste and its subsidiary Greenovia sat on the judging panel and participated in the Electromobile Cities Convention held in Lille, France, on 12 December 2013. A record number of applications were received for this year's fourth annual event.

Personal assistance services

La Poste is committed to developing personal assistance services. One example of this commitment is the agreement signed with the French government to develop the "Silver Economy" project, in partnership with the Ministry of Industrial Recovery and the State Secretariat for the Elderly. La Poste is already active in this area with its new offering of specialised delivery and other home services provided by mail carriers and its new digital services, such as the "smart-home" services developed under the Newton project.

- In 2013, Mail had already begun testing the

delivery of medication, meals and books directly to people's homes. Some of these Facteurs Services Plus services are now being deployed.

Porteo, which involves the delivery of medication and cultural products, is the most developed of these services.

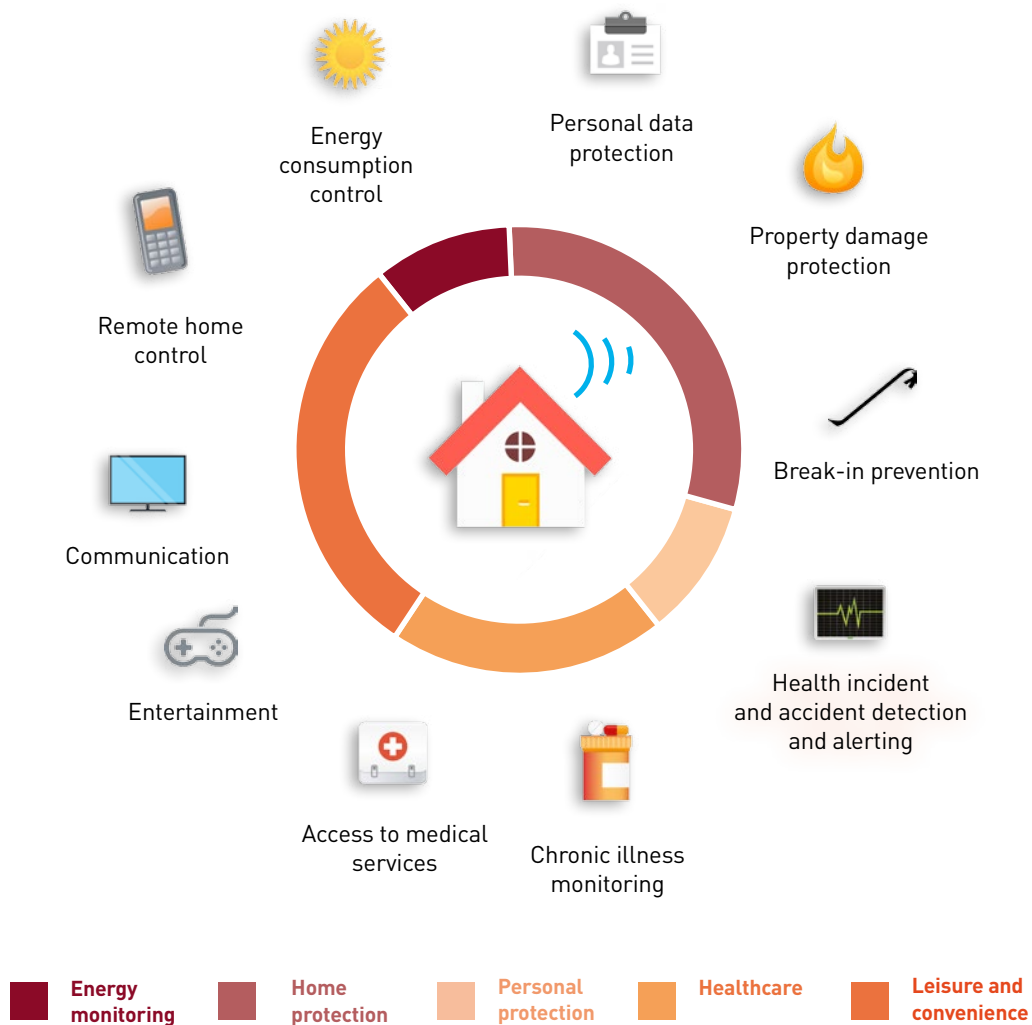
- Another service is **Cohesio**, where mail carriers pay visits to elderly and disabled people who live alone and may need assistance. Some 7 million people in France who qualify for level-2 social action could benefit from this service of monitoring and preventive action.



Facteurs Services Plus services for the future

- Porteo : errands and meal delivery
- Facileo : collection of important documents and information
- Equipeo : a logistics assistance service that includes the home delivery and installation of small electronic devices, such as DTT set-top boxes and assistance boxes

The Newton project has also enabled the development of additional home services in “smart homes”



In addition to personal assistance services that are available to all customers – with flexible terms to meet their specific needs in terms of length of service, financing and service integration –, La Banque Postale has recently developed two new services:

- Remote assistance. Three levels of services are provided (home, home +100 m and mobility). Beneficiaries of this service are provided with a

medallion they may use to call for assistance. This service has been tested on over 600 people and will gradually be deployed to customers in 2014;

- vivreenaidant.fr. This is a website that La Banque Postale set up in 2011 to provide caregivers with care information and a discussion forum. Over 200,000 people visited the site in 2013 to obtain practical advice, answers to their questions and moral support.



La Poste Mobile has been testing a programme to buy back mobile phones in 38 post offices in the department of Essonne. Working with its partner Solutions Recommerce, this programme was recently expanded to include 303 additional post offices. Under this programme, customers are offered top price for their old mobile phones, which are then reconditioned or recycled by a contractor that employs disadvantaged youth or the disabled in a specially adapted work environment. In 2014, the programme will be deployed to 4,500 post offices.

The circular economy

Engaging with institutions

La Poste is one of the eight initial members of the Circular Economy Institute (l'Institut de l'Économie Circulaire), founded in February 2013. Composed of private and public-sector companies, NGOs and elected officials, the Institute's mission is to promote an alternative economic model inspired by natural ecosystems. By reducing the consumption of energy and natural resources and taking their use into account when designing new products and services, what one person throws away can become another's resource, either by simply reusing it, recycling its components or using it to produce energy or as fertiliser. The Institute also seeks to foster an institutional environment that will promote the development of this new and more environmentally-sustainable economy.

Along with the Kedge Business School, SNCF, Orange and several NGOs, La Poste is also a founding member of "Business as Unusual", a university chair established on 18 April 2013 to rethink current business models and explore new paths in the circular economy.

A real-life example with paper recycling

Le Groupe La Poste contributes to the circular economy by its actions to promote the responsible use and recycling of paper and to support sustainable forest management. In addition to being a valuable resource, paper is also a major industry that employs over 100,000 people in France. La Poste and Mediapost are co-founders and members of Culture Papier, an NGO founded in January 2010 to promote the efficient use and recycling of paper throughout the industry. The Group also helps its clients target their advertising more effectively (and thereby reduce the amount of printed material), offers them sustainable paper and vegetal ink, and recycles any surplus documents they may have. In January 2013, La Poste launched a national campaign to increase its customers' eco-awareness and specifically targeted decision makers, opinion leaders and consumers. This campaign stressed the fact that paper is easy to recycle, thus reinforcing the message of the Ecofolio campaign oriented to the public at large.

RECY'GO MAKES RECYCLING EASY FOR SMEs

Sophie-Noëlle Nemo, Sustainable Mail manager for the La Poste service network, explains how La Poste used its logistics expertise to improve the collection of office paper for recycling in France.

Why was Recy'go created?

With this new service, it's easier for the Mail business to collect and recycle office paper that small- and medium-size enterprises (SMEs) tend to throw away.

Setting up the recycling process must not have been easy?

It is indeed essential to think in process terms. La Poste developed its capacity to collect and transport paper to sorting facilities and then to recycling plants, by using existing channels more effectively to minimise additional GHG emissions. The recycling component was developed in collaboration with Nouvelle Attitude and other community jobs programmes, and with paper manufacturers.

What can be expected from this initiative?

With 2,400 customers employing 57,000 people in 2013, Recy'go raises employee awareness that paper is a valuable resource. With 10,000 tonnes recycled, La Poste provides high quality raw material to French paper manufacturers. Nouvelle Attitude also found jobs for 15 people.

What's the next step?

La Poste supports the Environmental Ministry's goal of recycling an additional 200,000 tonnes of paper by 2015 and intends to contribute 50,000 tonnes toward this objective, collected from SMEs. La Poste is also examining how it may help develop other recycling processes, for such materials as cardboard, printer cartridges and batteries.



Setting up a complete process was essential. La Poste developed its capacity to collect and transport paper to sorting facilities and then to recycling plants.

PROMOTING CORPORATE SOCIAL RESPONSIBILITY

Responsible purchasing

To promote CSR, La Poste includes social and environmental obligations in its procurement contracts and takes CSR criteria into account in its dealings with suppliers and contractors, in particular by encouraging them to sign a Commitment Charter. The Group uses CSR criteria to select between suppliers with otherwise comparable products or services. In addition to evaluating suppliers on the basis of their CSR performance, the Group's responsible purchasing process includes helping them address CSR concerns. When a purchase involves a large expenditure or has substantial economic and/or social consequences, La Poste meets with potential suppliers to discuss such things as mutual compliance with contractual terms, working

conditions and CSR expectations and progress. The goal is to establish a long-term dialog and identify areas where everyone can improve. For example, La Poste is currently talking with suppliers of office equipment to determine whether leasing might be preferable to purchasing, and thereby adopting an approach that emphasises functionality as opposed to ownership.

Purchasing teams also provide supply partners with guidance to stimulate innovation in accordance with the Group's requirements. Their innovations may be technological, social or environmental, or involve improvements to existing processes. Supplier reviews and "product" steering committee meetings are ideal occasions for providing such guidance.

In September 2012, cleaning staff at a pilot site in Nantes switched to an exclusively day-time work schedule starting as early as 7.30 am and ending no later than 7.00 pm. Not only has this action, which was conducted in close partnership with the cleaning contractor, improved the working conditions of cleaning personnel, it has substantially reduced absenteeism and has improved the quality of cleaning service.



The Communication department's contract for the designing and logistics of eco-designed stands now offsets carbon emissions. The supplier must optimise transport between sites by designing stand furniture that takes up as little space as possible and can be carried in smaller trucks that pollute less.

Promoting CSR within the business community

La Poste is an active member of several groups and networks that seek to promote CSR. For several years now, via its Human Resources and Employees Relations department, the Group has been a member of *Entreprise & Personnel*, an associative network of public and private-sector companies that focuses on the management of human resources and organisations. In 2013, La Poste shared its experience in an *Entreprise & Personnel* working group that is looking for ways

to enable HR and CSR departments to work more effectively together.

La Poste has also signed a partnership agreement with the Equality Laboratory (*Laboratoire de l'Égalité*), which brings together NGOs, unions, employers, research institutes and individuals who are working to promote equality between men and women at all levels and in all areas of society. In 2013, the CSR department continued its work with the Business and Disabilities Club (*le Club*

Entreprises et Handicap) and joined the Forum on Employing the Disabled (Forum ouvert sur le maintien dans l'emploi des personnes handicapées). On 14 January 2013, 150 forum participants representing government agencies, public-and private-sector companies, unions, NGOs that support the rights of the disabled, university experts and people with disability formulated propositions that were then presented in a white paper to the French Minister of Health. La Poste also shared its experience as a member of various working groups of the Corporate Parenthood Committee (l'Observatoire de la

Parentalité en Entreprise) and has helped prepare brochures on such subjects as "Parenthood and Quality of Life in the Workplace", "Finding the Work-Life Balance" and "Parenthood and Stereotypes".

The Group also participates actively in ORSE, Comité 21, the CSR Institute and more recently Orée. It has also contributed to working groups within the framework of the 2013 Environmental Conference, organised by the ENC national forum, which was given the task of making proposals in the area of sustainable development education and training.

SUPPORTING LOCAL ECONOMIES AND COMMUNITIES

Contributing to the development of the social economy

A heritage of values

Throughout its history, La Poste has developed strong and very special values that are the natural consequence of its public service missions. These values are intimately associated with the social challenges that France is currently facing. They are expressed through the Group's determination to provide public interest services that are genuinely useful, economically-balanced and developed in collaboration with our employees and all other stakeholders.

Strengthening ties with social economy organisations

La Poste has always adapted successfully to modern society, particularly in such areas as information technology, transportation, production and distribution logistics. But today it must meet challenges of a different nature and scale. Alone, it cannot address the new needs of people and society, and in particular those arising from structural changes in the labour market and the

challenges of the energy transition, but must work in partnership with all stakeholders. This is why Le Groupe La Poste has already engaged with social economy organisations and has, for example, set up a website that facilitates government procurement from organisations that employ the disabled and has developed a paper recycling service in partnership with organisations that help disadvantaged people into the workplace.

The Group is now seeking to scale up its efforts, and is currently developing a partnering network that would enable it to spread useful services in comparable communities. This involves stimulating innovative services locally, assessing results and deploying these services in other communities when feasible. La Poste believes that the synergy between its banking and logistics activities, its real estate facilities and its skilled and experienced workforce will enable it to foster local service providers, particularly in the social economy, and thus play a key role in bringing new services to local communities.

LA BANQUE POSTALE, THE NGO BANK

With 300,000 small NGO customers, of which 7,700 provide services, La Banque Postale is a major player in the NGO sector, with one third of the French market. In 2014, it will continue to develop this growing market, with a focus on medical and social services.

La Banque Postale set up a community website (www.assoandco.fr) specifically for NGOs to provide them with all of the practical information they need for their day-to-day operation, a forum and a services hub.

In late 2013, La Banque Postale began to offer service-provider NGOs mortgage loans to purchase premises and for renovation and construction projects. It also recently expanded its line of insurance products to include two online comprehensive insurance plans.

The first is specifically intended for NGOs and includes extensive basic coverage (civil liability, criminal legal defence and action, and legal-aid insurance) and options to meet individual client coverage needs, such as owner-occupier civil liability, manager's personal liability, injury and property damage. The second comprehensive plan is intended for local merchants and businesses.

La Banque Postale supports the social economy with a comprehensive range of banking services specifically intended for mutual health insurance providers and social welfare organisations. During Social Economy month, La Banque Postale takes part in various national and local events. It has also engaged in a national partnership with CRESS regional social economy chambers to promote awareness of the social economy and its development.

La Banque Postale does more than just help its NGO clients manage their day-to-day operations. Since 2007, it has been a sponsor of the Volunteer Foundation (Fondation du Bénévolat), and in 2013 enabled some 36,000 volunteers to obtain free insurance coverage of their work-related liability and risks.

In addition to this and in collaboration with large national associations of recognised public utility, La Banque Postale has recently begun collecting donations from its clients on behalf of the AFM-Telethon and the Pièces Jaunes foundation.

Supporting job programmes for youth and the disabled

The Group supports employment in local communities by making it easier for small- and medium-size companies and suppliers who support programmes to employ disadvantaged and disabled people to tender for supply contracts. It also supports jobs for them through partnerships with temporary employment agencies.

Le Groupe La Poste also intends to further raise the awareness of its managers and buyers of the importance of supporting the employment of the disadvantaged and disabled whenever possible and aims to increase procurement from suppliers in this sector.



€3,781.5 million⁽¹⁾

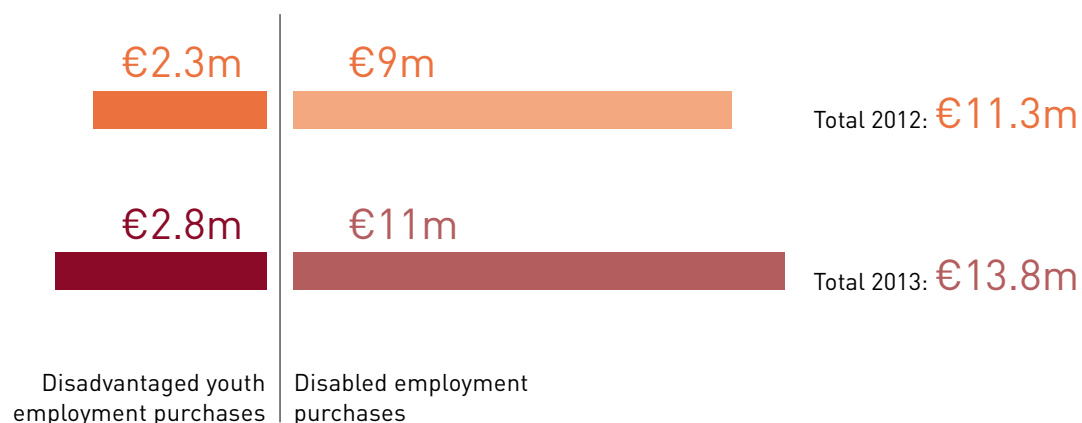
in solidarity purchases were made by La Poste in 2013.

These purchases include all externally sourced products and services (e.g. equipment, supplies, transportation, logistics, IT and general services), whether capitalised or expensed.

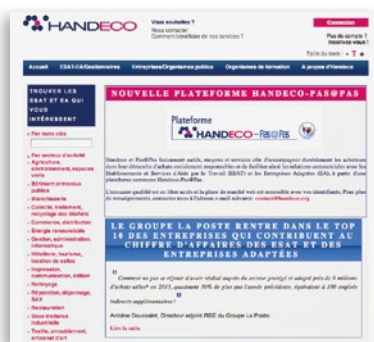
(1) The figures reported include those of subsidiary Poste Immo, which are not distinguished from La Poste's.



€13.8 million in goods and services were purchased by La Poste from employers of disadvantaged youth and the disabled in 2013.



Scope: La Poste.
These purchases include all externally sourced products and services (e.g. equipment, supplies, transportation, logistics, IT and general services), whether capitalised or expensed.



As a member of the Pas@Pas Foundation, La Poste helped build a website that enables buyers of Pas@Pas members to directly contact 4,000 employers of the disadvantaged and the disabled.

Supporting small business

Being a responsible customer

As a member of the NGO SME Pact (Pacte PME), Le Groupe La Poste has made a commitment to promote the development of innovative SMEs by making it easier for them to tender for supply contracts. In June 2010, Le Groupe La Poste signed the Customer-Supplier Relations Charter, which governs relations between large customers and SME suppliers, and has also signed the Credit Mediation Charter drafted by CDAF, an association of French CEOs and buyers, which includes 10 commitments for responsible purchasing. The objective of this government-sponsored charter, which 315 large purchasing groups signed on 21 December 2012, is to facilitate the economic development of small-and medium-size companies. In signing this charter, La Poste has shown that it is determined to observe best practice in its dealings with its suppliers and to establish a climate of mutual trust with them and in particular with SMEs. La Poste suppliers can also refer any commercial dispute they are unable to resolve through their contacts at La Poste to the Le Groupe La Poste's mediator. La Poste buyers are then reminded of the Customer-Supplier Relations Charter in the Group's Purchasing Guidebook. To further simplify relations with SMEs and other suppliers, in May 2012 La Poste became a member of Provigis, a website that enables suppliers to submit all of the required tax and social-security documents and information for their employees in one transaction.

Reducing the risk of economic dependence

La Poste buyers monitor the economic dependence of suppliers very closely. To reduce the risk of over-dependence, the Group has decided to cap its purchases at 20% of the supplier's annual revenue. When purchases exceed this threshold, La Poste buyers will warn the supplier of the risk of economic dependence and encourage it to monitor this ratio and look for other customers. When La Poste decides to seek bids from other suppliers, a process is observed to ensure that business with a dependent supplier is reduced gradually. Contractual payment terms comply with the French Economic Modernisation Act and La Poste's general purchase terms and conditions have been modified accordingly. La Poste pays supplier invoices within sixty calendar days after issuance, unless otherwise required by law. An urgent procedure to pay a supplier within two weeks can be implemented if the supplier is having cash-flow difficulties. Le Groupe La Poste also ensures that its 850 carrier contractors observe postal transport laws and regulations. La Poste pays for their services thirty days net. Lastly, La Poste has drafted a Procurement Code that requires the Contracts Board to conduct a preliminary review of the supplier selection process whenever a contract for intellectual services exceeds €1.5 million net of tax, and whenever any other type of contract exceeds €10 million net of tax.



Le Groupe La Poste's Provigis portal makes it easier for suppliers to provide tax and social-security information and documents.

Supporting the collaborative economy

After establishing initial contact at the 2012 OuiShare Fest, of which La Poste was a sponsor, in 2013 the Group met with collaborative economy social innovators, both within and outside the Group, the main objective being to promote the circular economy by developing communication with and between consumers.

A partnership with the editor of the book *La Vie Share: mode d'emploi* ("A Guide to the Sharing Life") made it possible to raise awareness about this emerging subject by enabling its distribution

throughout the CSR network.

Through its products and services, particularly those of La Banque Postale, the Group is already active in the collaborative economy. Under an agreement signed in 2011 with the crowd funding platform KissKissBankBank, La Banque Postale provides 50% of the funding target for an innovative and creative project selected each month.

Thirty projects have thus been funded so far. A partnership has also been established with HelloMerci, a peer-to-peer lending platform.

HELPING EVERYONE ACCESS ESSENTIAL SERVICES

Sponsoring and philanthropic actions

The Group and its subsidiaries work with a variety of partners to provide access to essential services – and in particular to employment, to our own services (through social mediation and interpretation) and to education – and to prevent social exclusion and facilitate social integration. For example, postal

workers volunteer their time to serve as coaches and mentors through such programmes as Our Neighbourhoods Have Got Talent (Nos Quartiers ont des Talents), Second Chance Schools (Écoles de la Seconde Chance), IMS and the Prevent Exclusion Foundation (Fondation Agir Contre l'Exclusion).



€8,174,339

is the amount of funding for philanthropic actions that La Poste, La Banque Postale and Mediapost provided to their partners in 2013.



€900,000

was La Poste Foundation's budget for promoting literacy in 2013.

La Poste's social commitment

To promote social inclusion

The Executive Committee has drafted a Social Commitment policy which specifies actions to prevent people from being excluded from society by facilitating access to financial services, to information, and to obtain or return to employment, and by fostering social diversity. These actions involve the joint efforts of the Group and its employee volunteers. In addition to ensuring that

as many people as possible have access to its services, La Poste is involved in various initiatives that promote social inclusion.

To preserve the autonomy of customers in financial hardship

Through its public service missions, Livret A savings books available to all, and the proximity of its banking and postal services throughout France,

La Poste helps prevent customers in a vulnerable situation from becoming dependent on social welfare.

La Banque Postale also supports IEF, an NGO that provides financial education to the general public, and Action Tank Entreprise et Pauvreté, which helps companies develop and test projects to reduce poverty and social exclusion in France. La Banque Postale is also testing new ways to improve service to customers who are in a financially vulnerable situation and to prevent banking exclusion. When founded in 2006, the bank partnered with the National Union of Community Social Action Centres (UNCASS) to improve information, advice and guidance for people without access to banking services. This partnership was strengthened in 2010 with the REFLEX project which seeks to combat financial and social exclusion and coordinates the respective actions of La Banque Postale and CCAS community social action centres to provide more effective assistance to the bank's customers who are having difficulty meeting their financial obligations.

In December 2012, the Annual Convention of

the European Platform against Poverty and Social Exclusion recognised this trial project as a best practice in the prevention of financial and social exclusion.

La Banque Postale's social commitment also includes support for several banking education projects and for IEF, which helps people acquire a basic knowledge of financial matters and is approved by the French Ministry of Education. La Banque Postale is also a founding member of The Initiative Against Banking Exclusion (L'Initiative Contre l'Exclusion Bancaire), which was formed in October 2012 to unite social organisations in the search for new ways of preventing financial and social exclusion. The organisation's other members are ADIE, the French Salvation Army, ATD Quart Monde, Crésus, the French Red Cross, Emmaüs France, Habitat et Humanisme, Les Restos du cœur, Secours catholique, Secours populaire and UNCCAS. A study was also conducted to examine some of the solutions that people in financial distress employ on social networks on the Internet. The information thus obtained is used to train mail carriers to deal with these people more effectively.

L'APPUI – AN INFORMATION AND AID SERVICE FOR FINANCIALLY DISTRESSED CUSTOMERS

In November 2013, La Banque Postale launched L'Appui, a help line to provide its customers with information and advice about banking services and budget management for the price of a normal phone call. This new service assists customers who occasionally or regularly encounter financial difficulties and helps them maintain a sound financial situation." L'Appui can also enable customers who meet certain conditions to obtain tailor-made subsidised assistance, in collaboration with Action Tank Entreprise et Pauvreté.

To help disadvantaged youth and job-seekers find employment

Le Groupe La Poste also supports the employment of disadvantaged youth and job-seekers by informing them about the career opportunities it offers, through its participation in local job forums and community job programmes and its joint actions with local youth-employment missions and job centres. The Group also provides mentoring and tutoring for disadvantaged youth and job-seekers. For example, in December 2012, La Poste and

Docapost signed a partnership agreement with the NGO Our Neighbourhoods Have Got Talent (Nos Quartiers ont des Talents), and this cooperation was pursued in 2013, with postal employees providing mentoring and tutoring in the regions of Rhône-Alpes, Île-de-France, Aquitaine, Midi-Pyrénées and Picardie. La Poste also partners with the Second Chance Schools (Écoles de la Seconde Chance) to enable young adults disconnected from school to discover the world of work and inform them of job opportunities at La Poste.

In 2012, La Banque Postale launched a new social philanthropy initiative: L'Envol, le campus de La Banque Postale. Working with the French educational system, the objective of the L'Envol Campus is to help, each year, 60 gifted students from low-income urban and rural families successfully complete their education through secondary school and college. These students are identified before they enter high school and are granted financial aid and provided with personal assistance from La Poste employee volunteers from the time they enter high school until they move on to higher education. For this initiative, in 2013 IMS-Entreprendre pour la Cité, a non-governmental organisation composed of

companies that promote corporate social responsibility, awarded the L'Envol Campus the Trophée Mecenova award, which honours companies that find innovative ways to engage their employees in social projects. The 23 students of the first class to graduate (in June 2013) all obtained their high-school diplomas. Sixteen did so with high honours and all plan to continue their education. The L'Envol Campus provided them with 600 hours of tutoring, 120 hours of English lessons, 16 computers, 9 webcams, 60 public transportation passes, a week-end trip to Paris, a language study trip and a holiday camp in England, and organised 35 local events.

SKILLS-BASED VOLUNTEERING

Since 2012, employees at Mediapost's head office have been conducting a monthly workshop to help young unemployed adults who are completing their training with EPIDE, a government employment agency based in La Défense, prepare for their first job interviews. Since that year, 14 Mediapost employees have assisted over 80 young people with personal coaching and job interview simulations.

Lastly, through its funding of two partner NGOs – Planète Urgence (since 2006) and France Volontaires (since 2008) –, Le Groupe La Poste supports its employees' social actions in foreign countries. This enabled 46 Group employees to take

leave for humanitarian actions in 2013, bringing the total number to have contributed their time and skills in support of an educational or socio-economic cause to 500.



A SPRINGBOARD FOR YOUTH, FROM VOLUNTARY COMMUNITY SERVICE TO EMPLOYMENT

On 10 June 2013, as part of Mecenova's Challenges Week, a non-profit event founded and organised by IMS-Entreprendre pour la Cité, young people who were completing their volunteer community services with NGO Unis-Cité were invited to La Poste's head office to present their career project to a judging panel composed of business professionals. These Unis-Cité "springboard" encounters, which were organised by the CSR department, are intended to give these young people a chance

to work on their oral communication and behavioural skills in preparation for future meetings with prospective employers. The judging panel included volunteer postal employees. Volunteers from Objectif Image (an NGO formed by members of La Poste's Photo and Movie clubs) also contributed their time by taking pictures of these young people to help them build assurance, discussing photography with them and producing a report of the event.

LA POSTE EMPLOYEES HELP FIGHT ILLITERACY

In July 2012, Le Groupe La Poste, TF1, Orange, L'Oréal, Publicis and Manpower founded Ba'-A'-ba Solidarité, to fight illiteracy and promote the acquisition of basic skills by encouraging their employees to provide tutoring and personal assistance to help cleaning and catering contractor employees learn or improve their French. A group of nine cleaning contractor employees at the Group's head office and some forty postal employees have participated in this programme since October 2013.

To preserve ecosystems

In November 2013, Le Groupe La Poste signed a three-year partnership agreement with the Fondation Nicolas Hulot (FNH), thereby strengthening its commitment to society and that of its employees and promoting local economic development that is respectful of people and ecosystems. In addition to environmental-

awareness and training actions for postal employees, in 2014 they will be able to volunteer their time and skills in the environmental projects of FNH's partner organisations in France. Another partnership with the World Wildlife Foundation (WWF), which began in 2008, resulted in an evaluation of the environmental risks and impact of mail operations, the specification



Le Groupe La Poste participated in a working group at the 2013 Environmental Conference organised by ENC-EEDD, which the French government has charged with the task of raising the public awareness of environmental and sustainable development issues.

of mitigation measures and the preparation of action plans. This work also made it possible to assess La Poste's environmental actions and performance. The focus of this partnership, which was renewed in 2013, has shifted toward global philanthropic actions in support of WWF's conservation work, and in particular those that promote reforestation and the sustainable city. This involves collaboration in the following four areas:

- the circular economy: La Poste is examining the possibility of adopting circular economy processes more extensively in its operations;
- sustainable cities: La Poste supports the WWF's Sustainable Cities initiative;

- responsible information technology: La Poste and WWF have decided to undertake an in-depth study to determine the key CSR criteria involved in the development and operation of La Poste's digital services;
- climate change policy: examples of the Group's effort to prevent climate change include its carbon strategy and participation in the organisation of the 2015 COP21 Climate Change Conference to be held in Paris.

Lastly, a partnership agreement to examine air and noise pollution and advertising material issues was signed in 2013 with France Nature Environnement, which unites over 3,000 French environmental and nature protection organisations.

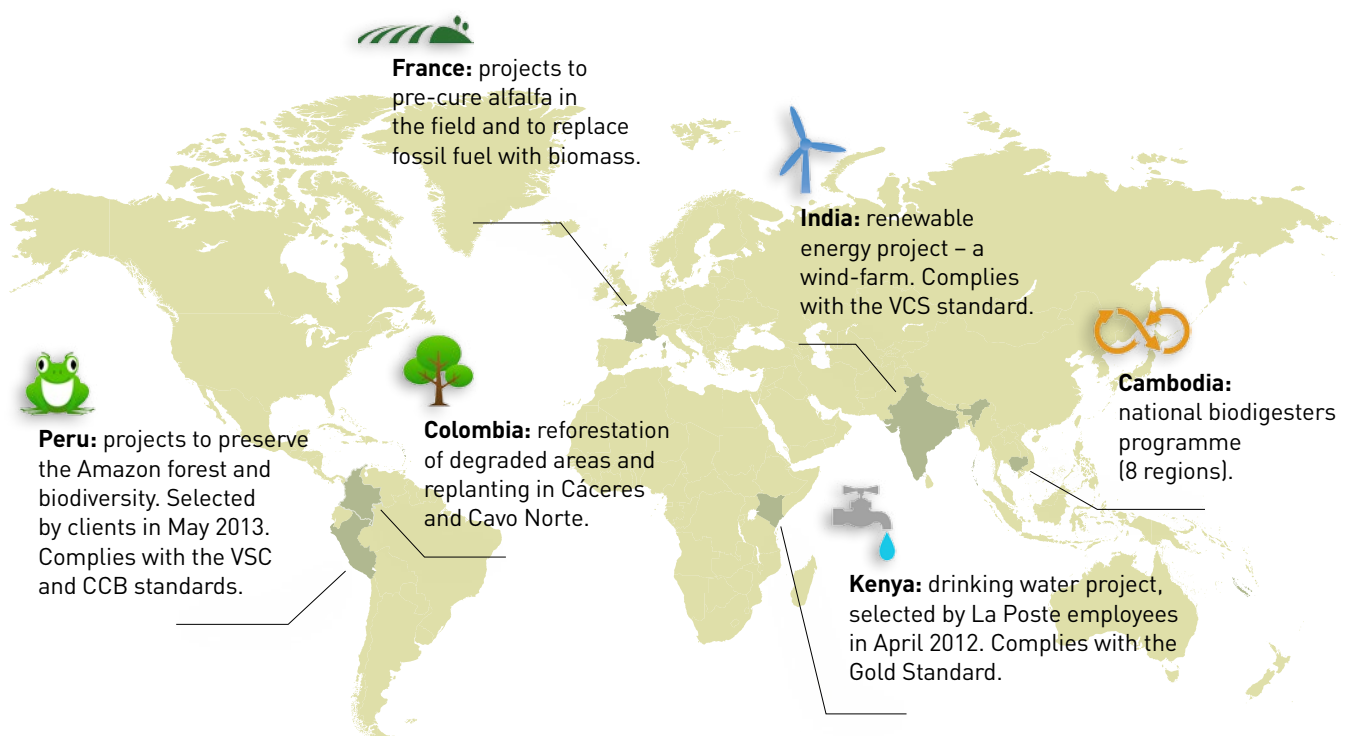


For our communication we prefer mail, the leading carbon-neutral medium.

CARBON OFFSETTING:

INVESTING IN PROJECTS THAT PAY BIG SOCIAL AND ENVIRONMENTAL DIVIDENDS

In addition to La Poste's "mail and parcel services", Mediapost Communication, Dicapost and Viapost also contribute to carbon compensation. La Poste's carbon offsetting programme includes the funding of the following six projects and investment in Livelihoods, a carbon-offsetting fund that is also currently funding six projects (see below).



Six projects supported by the Group

THE LIVELIHOODS FUND

In late 2012, La Poste joined the Livelihoods carbon investment fund. Originally the initiative of Danone, the fund now has nine members: Schneider Electric, Crédit Agricole, Hermès International, SAP, CDC Climat, La Poste, Voyageurs du Monde and Firmenich.

Livelihoods invests in three types of projects – the restoration and conservation of natural ecosystems; agroforestry and soil restoration through sustainable farming practices; and providing rural communities with efficient sources of energy to reduce deforestation.

Livelihoods is currently funding six projects:

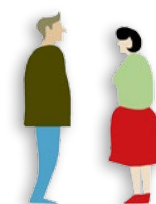
- mangrove restoration – Senegal (Casamance), India (Gulf of Bengal) and Indonesia (Sumatra);
- agroforestry – in India (Araku, Andhra Pradesh) and Guatemala;
- distribution of energy-efficient stoves – Kenya (Mount Kenya).

All of these projects comply with the highest international standards, including UN, VCS and Gold Standard.



CSR policy roll-out

To inculcate its CSR policy throughout the company, the Group has created competency centres to implement robust reference guidelines, inspired by international standards. To encourage responsible behaviour, it also makes major efforts through events and training to raise the awareness of all its business areas and their teams. Lastly, it is active in spreading CSR best practices within the international postal sector.





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Implementing CSR

The Group has set up a management system that revolves around the priorities defined by the Executive Committee meeting in October 2012, and includes the requirements of the ISO 26000 standard and the GRI, with a view to continuous improvement.

CSR governance

The Group has opted for a tight-knit structure to ensure that CSR underpins all decision-making processes at every level. At the top level, the Board of Directors' Quality and Sustainable Development Committee examines strategic moves and monitors developments.

The Group's Managing Director is the sustainable development reference authority for the Executive Committee. Each year, a progress report on CSR roll-out in the Group was presented to the Executive Committee.

The Quality and Sustainable Development Committee helps the Board of Directors analyse the quality of the services that Le Groupe La Poste delivers to its customers, as well as sustainable development within Le Groupe La Poste. The Committee is tasked with laying the groundwork for the Board of Directors' discussions and submitting any relevant recommendation on questions concerning both the quality of customer relations at Le Groupe La Poste and sustainable development. The specific focus areas are:

- conducting customer satisfaction surveys for Le Groupe La Poste;
- analysing the quality of the Le Groupe La Poste's services to customers;

- reviewing best practices that will enhance the services that Le Groupe La Poste provides to customers;
- reviewing best practices in sustainable development and corporate social responsibility.

The Board of Directors can give the Committee other assignments in the areas of quality and sustainable development. The Committee can also suggest that the Board refer to it any matter it deems necessary or relevant.

Lastly, on 30 May 2013, the Board of Directors added to the Committee's responsibilities the examination of workplace wellness at La Poste and best practices in this domain.

The Quality and Sustainable Development Committee met six times in 2013. The average board member attendance rate was 79%. During these meetings, the Committee focused on the spread of the spirit of service culture, the measurement systems for actual versus perceived quality, the implementation of the negotiated agreement concerning the quality of work life, the CSR strategy and Le Groupe La Poste's code of ethics.



The Quality and Sustainable Development Committee met **6** times in 2013. The average board member attendance rate was 79%.

CSR implementation occurs at each level of the company through designated authorities

THE QUALITY AND SUSTAINABLE DEVELOPMENT COMMITTEE

At the highest level of Le Groupe La Poste, the Quality and Sustainable Development Committee, in keeping with its delegation from the Board of Directors, reviews strategies and monitors their fulfilment.

GROUP CSR DEPARTMENT

Le Groupe La Poste's CSR Department organises a CSR committee comprising representatives from each business activity of the parent and subsidiaries of the Group. These committees monitor action plan roll-out throughout the Group and factor CSR concerns into work practices across functional sectors.

BUSINESS AREAS AND SUBSIDIARIES

Each business area and the larger subsidiaries have set up a CSR department to define policy and manage roll-out of the operational action plans, so that sustainable development becomes an integral part of their processes and management.

CSR REPRESENTATIVES

Each business area has appointed local CSR representatives. When their size and organisational structure justify it, the Group's subsidiaries have their own CSR representatives. They are supported by the 22 French regional officers who coordinate actions between the business areas' and subsidiaries' local establishments and the local stakeholders.

A consideration integrated into strategy implementation

Le Groupe La Poste already incorporates responsible development criteria into its objectives. The Group's CSR objectives are also monitored on a regular basis in the CEO's balanced scorecard and during performance reviews with each operational director in the Executive Committee. The "sustainable development" page of the balance scorecard added six indicators in 2013, in order to present new reporting results, but also due to other actions that were carried out (2013 CSR survey results, evaluation of the HR department's CSR activities).

All managers, from those in the Executive Committee to team leaders, include among their objectives at least one CSR indicator: quality of work life. This indicator determines part of the

amount of their variable remuneration. Since 2010, Le Groupe La Poste distributes its profit-sharing bonus to employees based in part on the following criteria: improvement in access to Le Groupe La Poste's public buildings for people with reduced mobility (PRM), and total emissions offset in the carbon neutral program within the scope of Le Groupe La Poste's operations.

When evaluating important projects, whether from a financial or non-financial issue perspective, it analyses the economic, social and environmental consequences.

Lastly, CSR is also integrated into management control and Group risk management. A CSR legal framework has been elaborated, and an annual self-evaluation tool includes CSR questions.

Performance measurement

Non-financial performance indicators are included in two of the three performance reviews managed by the finance department. They comprise the first part of these performance reviews.

The indicators are chosen by department and subsidiary managements depending on the issues at stake in their sector. They reflect both what the indicators can contribute to the Group's priority objectives, and what is important within the particular business sector to deliver on management's commitments to the Group's CEO.

The goals are aligned with the advancement of the strategic plan, and are cascaded downward as objectives each year:

- second-quarter performance review; examine prior year results for the Group by business line; review action plans drawn up to achieve the objectives; re-confirm strategic goals; and share information about the work-in-progress at the end of the year;
- year-end review: examine new information; update results in light of strategic goals based on evaluation of the action plans.

REFERENCE GUIDE AND DIAGNOSTIC TOOL

Monitoring CSR policy implementation

The CSR Department and the Legal Affairs and Compliance Department put the finishing touches to Le Groupe La Poste's CSR legal guidelines in February 2013. These reference guidelines summarise and update the main legal texts that define clearly environmental, social and societal responsibility as well as the reporting that the Group should put in place. They are based on national and international norms and texts and the commitments that Le Groupe La Poste entered into voluntarily.

After defining a new CSR policy in 2011, Le Groupe La Poste needed to ensure that CSR had effectively become standard practice throughout the company and visible to all of its stakeholders. The ISO 26000

standard provides guidelines for incorporating CSR everywhere in an organisation, based on six core subjects. The need for a diagnostic tool was evident. The Group created a reference guide by integrating the definitions and approach of the ISO 26000. This diagnostic tool helps the Group monitor the integration of ISO 26000 principles throughout the company and, consequently, the roll-out of its CSR policy. During the first half of 2013, the first review of the roll-out was conducted.

Afterward, the results of this diagnostic tool are useful to adjust the actions and behaviours needed to achieve the defined goals.



The Group created a reference guide by integrating the definitions and approach of the ISO 26000. This diagnostic tool helps the Group monitor the integration of ISO 26000 principles throughout the company and, consequently, the roll-out of its CSR policy.

A CSR REFERENCE GUIDE INSPIRED BY ISO 26000

Le Groupe La Poste's CSR reference guide was established by adapting the content of ISO 26000's six key questions to the company's context. It specifies where to investigate the roll-out of the CSR policy.



Question 1: Employees

Issues:

- working conditions and the work environment;
- professional development and career mobility;
- diversity and equal opportunity;
- employer-employee dialogue and consultation;
- occupational health and safety.



Question 2: Environment

Issues:

- energy and greenhouse gases;
- other pollutants and nuisances;
- more efficient use of natural resources.



Question 3: Suppliers and subcontractors

Issues:

- SUPPLIER 1 – choice of responsible products and services;
- SUPPLIER 2 – choice and monitoring of suppliers;
- SUPPLIER 3 – responsible behaviour with regard to suppliers.



Question 4: Customers

Issues:

- responsible product and service offers;
- responsible customer relationship management;
- product and service accessibility.



Question 5: Local communities and regions

Issues:

- involvement in local and regional development projects;
- commitment to solidarity on the part of La Poste and its employees.



Question 6: Governance

Issues:

- CSR governance;
- ethics and professional conduct;
- co-construction with stakeholders.

DIAGNOSIS

Diagnosis is based on the CSR reference guide and covers a representative sample of Group entities. It is a dual-level examination that measures the maturity of CSR roll-out for each subject, on a scale of 0 to 3 as follows.

Rating scale

- 0 = Uncertainty: no action has been formally planned or undertaken; the subject does not come under the entity's "strategic agenda";
- 1 = Foundations: action plans are in place to achieve compliance with regulations or Le Groupe La Poste directives; the entity circulates information about the subject and undertakes isolated initiatives;
- 2 = Maturity: a continuous improvement process is in place, over and above strict regulatory compliance; the issues have been mapped out and a formal diagnosis carried out; the subject is addressed through structured actions and a management system;
- 3 = Innovation: the entity performs at the level of best practice and collaborates with the stakeholders concerned; it focuses on social innovation.

First level: core subjects

The level of maturity is measured on the following dimensions:

- Policy: existence of quantified, ambitious commitments;
- Roles and responsibilities: roles are defined and set out in job descriptions;
- Training and raising employees' awareness: training or activities to raise awareness about the core subject are written into personal development projects;
- Key performance indicators: indicators are used to implement the core subject;
- Management objective-setting: objectives are set in employees' performance expectations.

Second level: issues

The level of maturity of practice is measured directly for each issue.

The results are also scored on a scale from 0 to 3.

MAIN LESSONS FROM THE 2013 REVIEW

After completing their review, external consultants delivered the following conclusions:

Concerning the policy and implementation, Le Groupe La Poste is committed to all the key issues. Issues concerning employees and local and regional development are treated at Group level, while issues concerning customers and the environment are treated more by commitments at the business area level. Le Groupe La Poste's subsidiaries are not systematically integrated. Although on the one hand, the commitments follow best practices in general, on the other, the implementation tools could be improved. Best practices are observed principally in the following areas: employer-employee dialogue and consultation; responsible customer relations; product and service accessibility; and CSR governance. The external consultants recommended that greater efforts be taken concerning the environment; other pollutants and nuisances; integrating CSR into the selection and monitoring of suppliers; on its commitment to solidarity on the part of La Poste and its employees and on its collaboration with its stakeholders.

Following on this review, initiatives taken strengthen actions in these different areas.

BREAKDOWN BY BUSINESS ACTIVITY AND SUBSIDIARY MANAGEMENT

Each business activity and subsidiary management is free to add other issues or levels of monitoring to

suit its own specific requirements.

Mail

The Mail business decided to incorporate its responsible management system, which integrates the Group's CSR reference guidelines based on the ISO 26000 standard, into its EFQM (European Foundation for Quality Management) system. The assessment is carried out over three days by a joint team made up of employees from the Mail Quality Department and EFQM-AFNOR assessors. The Mail started a continuous improvement process, and is implementing it throughout the business. The Responsible Mail Management System (SMR-C) was validated by the EFQM, and recognised as a reliable and robust evaluation and scoring method by an independent non-financial rating agency. At year-end 2013, 17 business units (including more than 55,000 employees) underwent an assessment of their CSR commitments and practices. These assessments were conducted jointly with and under the supervision of AFNOR/EFQM to guarantee that the methodology,

competency of the evaluators, and compliance with scoring conformed to the criteria defined in the SMR-C were respected. The SMR-C approach was implemented throughout the Mail business management of Le Groupe La Poste. This allows each employee to play a role in the integration of CSR in the management hierarchy. To date, this approach resulted in more than 70 Mail units receiving recognition with the certificate "Passport Responsible Mail" based on AFNOR/EFQM's evaluation, resulting from the implementation of CSR commitments all the way down to the shop floor. By year-end 2015, 100% of Mail units should obtain this certificate. Taken together, these evaluations highlight best practices that operationalise environmental, social and societal commitments into results. They encourage the business units to listen to and progress along with their stakeholders.

The La Poste service network

The La Poste service network has worked with representatives from different levels of the organisation to customise its CSR reference guide, and clarify what is required at each level in each of the best practices. This customisation was carried out for regional management of the La Poste service network, and the management of the Operational Assistance and Support Unit. In 2013,

a feasibility study was initiated with the Quality department of the La Poste service network, into the roll-out of a managerial approach that incorporates EFQM and ISO 26000 requirements throughout the Group's set of CSR guidelines. This initiative has been suspended due to the reorganisations under way at La Banque Postale.

ColiPoste

ColiPoste is gradually incorporating the CSR reference guide into its quality management system. The latter currently includes ISO 9001

and ISO 14001, which are already the subject of a common audit.

GeoPost

The diagnostic tool and the CSR reference guide were tested during a pilot with DPD BeLux. It was determined that the CSR reference guide should

be adapted to the specific conditions of GeoPost. Therefore, it was decided that the implementation of the diagnostic tool would be on a voluntary basis.

Mediapost Communication

The responsible management practices of all Mediapost entities have been evaluated by AFNOR/EFQM. In 2013, Sogec and Mediaprism were both

recognised as "Level 2" subsidiaries for their commitments in this area.

Accelerating the adoption of CSR

In April 2011, the Group's Executive Committee approved the implementation of an ethics management system. The Group's first annual report on ethics, summarising the results of this system for the 2012 financial year, was presented to the Executive Committee and the Board of Directors in 2013.

ESTABLISHING AN ETHICAL FRAMEWORK FOR THE ACTIONS OF THE GROUP'S EMPLOYEES

The Group's approach to ethics

The Group's ethics management system consists of the components listed below.

- A Reference Guide to Ethics and Professional Conduct, appended to La Poste's policies and procedures, setting out in full the individual and collective rules of conduct to be followed. The dissemination of this guide, which began in December 2011, was completed in 2013. The guide may be downloaded by employees from the La Poste intranet site (in French and in English) and from the corporate website of Le Groupe La Poste by external stakeholders.
- An Ethics Committee chaired by the Group's General Representative whose membership includes the compliance officers appointed at Group level, in each business area, and at the Poste Immo subsidiary, as well as the corporate function heads. The Ethics Committee met twice in 2013, in order to review progress made on the roll-out of the system, the results of the Group's survey on ethics, conducted for the first time in 2012, and the implementation of the Group's anti-corruption action plan.
- A help or warning system providing personalised answers to questions posed by employees, allowing them to escalate any breach of ethics they may observe or request intercession in some cases.
- A network of ethics officers, comprised of several key individuals: the compliance officer at Group level, the four compliance officers in the business areas, together with the compliance officers in the main subsidiaries (particularly Poste Immo and GeoPost). They meet once each quarter to discuss any issues or cases that have arisen and to jointly develop tools to raise ethical awareness among employees (intranet site, monthly newsletter, ethics training module for managers, etc.). The main issues addressed in 2013 were corruption and conflicts of interest.
- A survey to measure ethical awareness and the extent to which employees understand and personally adhere to the Group's ethical standards⁽¹⁾.

In the business areas and subsidiaries

In 2013, the roll-out of the Group's ethics policies and procedures continued in each business area

and at all subsidiaries, in particular by way of the initiatives listed below.



The Ethics Committee met twice in 2013 in order to review progress made on the roll-out of the system, the results of the Group's survey on ethics, conducted for the first time in 2012, and the implementation of the Group's anti-corruption action plan.

⁽¹⁾ The questionnaire was drawn up in association with the market research agency BVA and the Cercle d'Éthique des Affaires (CEA, a French business ethics research institute) for use within the company, and with a selected group of other leading French companies for benchmarking purposes.



PREVENTING CORRUPTION

Le Groupe La Poste's anti-corruption policy is based on the OECD and UN international conventions against corruption. The Group's Reference Guide to Ethics and Professional Conduct covers active and passive, direct and indirect corruption on the part of a private individual or a person holding public authority. It is part and parcel of the ethics management system set up by the Group.

Several in-house publications have addressed the topic of corruption through special issues or regularly provide updated information relating to these concerns, in order to raise awareness among senior managers and staff:

- *NewsEthiques*: a monthly newsletter covering recent developments in ethics, in particular those relating to corruption;
- *Pratique Éthique*: no. 2 published in December 2012 was devoted to the subject of corruption;
- *Petit Illustré*: no. 2 published in October 2013 was devoted to the subject of corruption.

These publications are disseminated to the Group's 800 key managers and may be accessed by all employees via the Ethics and Professional Conduct intranet site (<http://www.ethique-deontologie.log.intra.laposte.fr/>) in order to raise awareness and provide information about corruption issues.

On 10 June 2013, some twenty managers with strategic responsibilities serving in various functions at Group level and in each business area (audit, internal control, legal affairs, human resources and compliance) attended an anti-corruption training session led by Philippe Montigny of the firm Ethic Intelligence. The aim of this session was to help trainees understand and assess corruption risks, analyse regulatory and legal provisions relating to this subject area and encourage trainees to adopt best practices. To enhance its expertise in this area, the Group has also partnered with Transparency International, a global non-governmental anti-corruption organisation, in order to better evaluate business and country risks. Le Groupe La Poste is also in the process of preparing a call for tenders for assistance with the creation and implementation of a corruption prevention plan.

- Mail has reinforced communications efforts at the local level to improve familiarity with the Group's Reference Guide to Ethics and Professional Conduct among its employees (38% in 2012, 60% in 2013).
- At ColiPoste, in the Parcels and International Parcels & Express businesses, staff are reminded of the Group's ethical guidelines in the course of their performance appraisals each year. GeoPost has continued to encourage adherence to its Code of Professional Conduct among its employees, by devoting a section of its intranet site to this subject and by producing a series of cartoon sketches on postcards, illustrating the various delicate situations staff members may encounter. Compliance officers at the company's entities in France met during the year to discuss issues relating to ethics and professional conduct (conflicts of interest, religious beliefs and practices, etc.). In addition, the Group's compliance officer organised a working meeting on corruption risks, attended by all GeoPost senior managers. In Europe, GeoPost's subsidiaries adapted the company's Code of Professional Conduct to local regulations.
- La Banque Postale has produced a film on this subject, which is shown to all new employees as part of their orientation programme, in order to encourage the adoption of La Banque Postale's core values by all staff.
- La Poste has worked to give staff responsible for risk management and internal control procedures relating to ethics and professional conduct a firmer grounding by developing tools to assist them in communicating their goals with post office managers. La Poste regularly examines ethics violations and acts of misconduct in its service network in order to improve prevention. On-the-job training programmes for bank officers and post office managers have been updated to take into account the most recent changes in the regulatory environment.
- Poste Immo has an Ethics Committee that meets twice a year. Its approach to ethics is also presented to all new employees during their orientation programmes. All new staff members at Poste Immo must read the entity's code of ethics and sign the document to indicate their acceptance of its terms.

DEVELOPING A MORE RESPONSIBLE APPROACH TO MANAGEMENT

Responsible management involves several dimensions: a managerial identity (an effective manager assuming responsibility for the consequences of his/her decisions, embracing innovation while remaining true to the Group's core values, a good listener and team player, hard-working, supportive and respectful of both men and women), a decision-making process that takes into account economic, workforce-related, environmental and social aspects and, finally, a focus on spreading benefits evenly among stakeholders affected by changes.

Implementing this model requires adjustments in behaviours and attitudes. To support this process, Le Groupe La Poste has used its Meetings for Responsible Development as a forum to offer senior managers the opportunity to discuss the ways in

which responsible management practices can be integrated into their day-to-day activities. The first meeting under this initiative was held in 2011 and its success encouraged the Group to organise further meetings in all French regions over the course of 2011 and 2012. In 2012, a total of 13 such meetings were held across France. With the support of Le Groupe La Poste, Éditions Eyrolles has published a book written by the philosopher Yves Michaud, with a foreword by Jean-Paul Bailly, entitled *Qu'est-ce que le management responsable?* (What Is Responsible Management?), summarising the key points emerging from these meetings and exploring the theoretical foundations of responsible management. The Group is also a founding member of Réseau du Management Responsable, a network of responsible managers in France established in 2007 under the



IN THE WORDS OF EXPERTS

On 12 June 2013, a progress report on the Meetings for Responsible Development was drawn up for and with the Group's regional delegations. At this event, all delegation members received a booklet entitled "In the Words of Experts", which brings together a selection of excerpts from contributions made by university researchers attending the Group's various Meetings for Responsible Management. The philosopher Yves Michaud, a regular contributor at all of the Meetings, shared his impressions on this occasion and also presented his recently published book, *Qu'est-ce que le management responsable?*.

In this compelling work – distributed in a special "La Poste" edition to some 4,000 of the Group's senior managers – Michaud offers an overview of current thinking on corporate social responsibility and the involvement of managers. He examines the potential for an approach to responsible management taking into account all its key aspects for a corporate entity: customers, employees, the environment, sustainability. Contributions from several of the Group's managers, together with business leaders and experts, illustrate the ways in which the principles discussed can be applied in practice.

In 2013, the Group's CSR Department coordinated a number of training sessions based on its corporate social responsibility module.

120 strategic managers thus received CSR training in seven sessions held at the Group Campus. At the end of the year, a project for the development of a reference guide for CSR training was initiated, planned for distribution to the Group's managers at all levels, in connection with the launch of its new Management Institute.



aegis of the Euromed Management business school in Marseille (now Kedge Business School), which brings together sustainable development directors and diversity directors from leading French companies on a monthly basis. In addition, the Group is a sponsor of the Management & Diversity Chair at Université Paris-Dauphine. In 2013, one of the PhD

candidates in this programme, Maria Giuseppina Bruna, successfully defended her dissertation on diversity policy as a driver of corporate change. In addition to allowing Ms. Bruna to earn her doctoral degree, the selection of La Poste as the venue for her research enabled numerous lessons to be drawn in order to improve diversity management.

DEEPENING THE GROUP'S EXPERTISE IN CSR

Coordinating CSR and its implementation across the Group

In 2013, Le Groupe La Poste's CSR Department continued its work in coordinating and furthering the implementation of CSR across the Group. Four CSR steering committee meetings were thus held during the year, bringing together the representatives of all La Poste businesses and of subsidiary holding companies, supplemented by a number of meetings focusing on the roll-out of the approach and the sharing of experiences relating to measures already implemented.

In conjunction with this work, the CSR Department

conducted a survey of corporate function heads to gauge their expectations regarding the coordination of the Group's CSR approach by the Department. As a result of this survey, it was collectively decided that the Corporate CSR Committee, which brings together the heads of functions, would be suspended and its meetings replaced by bilateral ones.

A special CSR seminar was held at Kedge Business School in July 2013, bringing together CSR staff from entities across the Group as well as CSR



Following a study of its readership, the Group's sustainability newsletter, previously published as *La Lettre du Développement Durable*, has been given a new focus and is now known as *Lettre RSE*. The aim of this change was to make the newsletter accessible to all staff directly involved in CSR initiatives. At the end of 2013, this weekly publication had 3,352 subscribers.



In order to further expand its know-how in CSR, the Group has signed on as a partner of Agrion, an international business network bringing together entrepreneurs, investors and corporations involved in renewable energy, clean technologies and sustainable development. In early 2013, La Poste served as the host for Agrion's "Corporate Sustainability Directors' Cocktail" in Paris, held at the Group's headquarters. Some 60 Group employees have taken part in a number of the meetings and conferences organised by Agrion, with several of these individuals invited to deliver presentations.



In 2013, a training programme was introduced for all of the Group's regional delegation members, in association with the Regional Affairs and Public Service Department and the Group's regional delegation coordinator. This new programme has genuinely helped to foster a culture of CSR among regional delegation members. Nearly 200 participants were trained in five sessions over the course of the year, with an average satisfaction rate of 8.1 out of 10.

programme representatives from the Group's regional delegations. Over two days, 60 participants were thus able to exchange ideas on responsible management and discuss the work carried out in this area by Réseau du Management Responsable, the network of responsible managers coordinated by Kedge, and then jointly draft the Group's action plan for CSR. As a result of this seminar, three forums to exchange ideas and information, monitor

developments relating to CSR and share best practices – the first focusing on ecological vehicles, the second on infrastructure and the third on transportation and environmental issues affecting disadvantaged or vulnerable population groups – were either put in place or renewed, together with several working groups whose activities during the fourth quarter of 2013 and early 2014 were planned at a CSR committee meeting in September 2013.

THE CSR PROGRAMME FOR REGIONAL DELEGATIONS IN THREE QUESTIONS

Why was a specific CSR programme launched for the regional delegations?

Created in February 2013, the aim of this programme is to promote and expand the reach of the Group's best practices for CSR in the regions, but also to give meaning to Le Groupe La Poste's CSR commitments among internal and external stakeholders. In addition, the programme offers information and guidance to all teams active in the field. Other goals include encouraging partnerships at the local level as well as providing support for and monitoring the implementation of measures. The programme targets the specific priorities of each of the Group's areas of activity in order to help ensure that they are effectively addressed in the field, with the assistance and involvement of the regional managers within all of the Group's business areas.

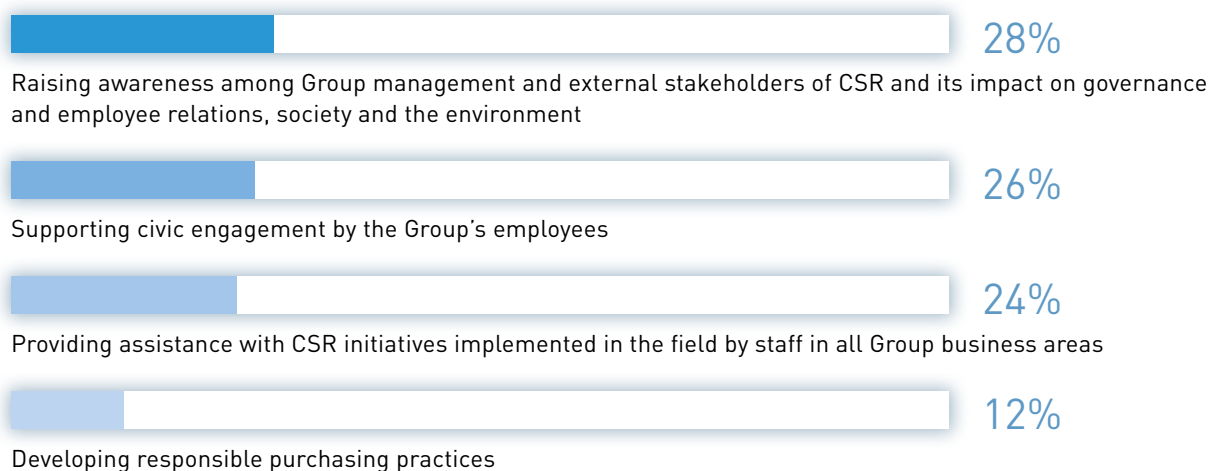
What is the CSR Department's role?

The Group's CSR Department provides information on strategic priorities and communications plans, nationwide events, as well as initiatives pursued in all business areas and by the Group's regional delegations. It lends its expertise, provides useful communications tools and works to foster effective cooperation between the various CSR stakeholders, both within and outside the Group.

What was the most significant achievement of 2013?

The Group's regional delegations greatly improved their ability to develop actions with external stakeholders: 75% of their initiatives are now of this type.

Initiatives in four key categories



More than **1,000** initiatives are being pursued by postal teams in regions across France as part of the Group's CSR programme.



Adopting a more professional approach to CSR

The Group's CSR programme offers a number of workshops, especially in order to:

- introduce communications tools to promote CSR;
- define assistance procedures for people who are disadvantaged in their access to employment (ensuring openness to all affected population groups, identifying useful partnerships as well as national and local priorities) or access to postal services;
- define measures to support civic engagement by the Group's employees;
- supply tools that may be used when setting up travel plans for employees, in association with other companies and regional authorities.

Peer assessment and dialogue

In 2013, CDDEEP, the French sustainable development club for public sector institutions and organisations, held a one-day conference and forum devoted to Le Groupe La Poste. The aim of this peer assessment meeting was to coordinate the sharing of best practices and encourage dialogue between participants so that they could learn from each other. Participation was on a voluntary basis, and involved the presentation by each public organisation of its specific experiences. At the end of the meeting, participants analysed the strengths, weaknesses and factors contributing to progress as revealed by each of the presentations, identified avenues for improvement and noted the best practices suitable for use within all organisations.



Moving forward by drawing parallels

La Poste has signed a partnership with Laboratoire de l'Égalité, a forum that brings together non-profit organisations, trade unions, companies, institutes and individuals working to promote gender equality at all levels of society and in all areas of activity.

Turning sales teams into sustainable development ambassadors

Le Groupe La Poste aims to promote a novel approach to customer relations, focused on ensuring the quality of services rendered while taking into account specific CSR issues, such as access to banking and postal services, eco-design and innovation for products and services, and carbon offsetting. Sales teams have a fundamental role to play in promoting these responsible products and services to customers, and their sales pitches are based on simple, transparent facts and sound advice. The Group therefore continues to develop specific training materials and information kits for its sales teams. The Group's regional delegation members lend their support to these

teams by responding to their questions and keeping them aware of initiatives being pursued in their regions. The Group's resolute commitment to promoting a "spirit of service" culture complements these initiatives. Built in partnership with customers and employees, the Group's service culture is a model for the management of customer relations, inculcated in all staff members as part of their training. The Group delivered 100,000 specific training sessions along these lines in 2012. Course content revolves around reception, listening and efficacy, between employees and customers, between managers and between business areas.

As part of La Poste's new approach to the layout of its post offices, known as the "Espace Service Clients" (Customer Service Area) or ESC concept, employees interacting with customers are trained to help them understand and use the full range of postal products and services. This training also covers the specific forms of assistance to be provided to vulnerable and disadvantaged customers for whom accessibility (as distinct from special treatment) is a sensitive issue. Special educational kits have been developed for this purpose.



MARKETING THE GROUP'S RESPONSIBLE PRODUCTS AND SERVICES

How?

The Sales and Marketing Department at La Poste has upgraded some of its tools to train sales teams in the benefits of La Poste's products and services for the environment and society, including its banking services, so that they can be used as additional selling points with its customers.

Using which tools?

For example, business account managers now have access to a special sales pitch document that sets out the environmental benefits of each product or service. There are also two specific fact sheets, one on carbon neutrality and the other on the eco-design of products and services. In addition, a document detailing the ways in which La Poste's products and services are more responsible than others may be accessed by all employees on the sales intranet.

Promoting responsible purchasing among buyers

With more than 30,200 active suppliers, La Poste is fully committed to controlling its supply chain. The Group has put in place a broad array of tools that enable it to incorporate CSR criteria into its purchasing processes and across all its purchasing

categories. It applies this approach in all purchasing areas, from company catering services to equipment maintenance, including paper, office supplies and furniture, IT services and equipment, transport, buildings, vehicles and grounds maintenance.



KEY PROJECTS IN 2013

- Adaptation of the Group's responsible purchasing tools, particularly in light of the results of the CSR audit and new regulations (this work continues in 2014).
- Preparation of a brochure entitled "Becoming a supplier for Le Groupe La Poste" to encourage SMEs to bid for the Group's contracts and facilitate their bidding process.
- Preparation of two documents on purchasing with the professional integration sector (one for decision-makers and the other for buyers) to raise awareness of this sector and provide initial guidelines.

A reference framework

The Group has issued a self-assessment guide to responsible purchasing – the result of a collaborative two-year project benefiting from the perspectives of all teams involved in purchasing across the Group – used by buyers to examine potential purchases in light of CSR criteria. The Group also gives buyers 42 responsible purchasing fact sheets, which list the CSR criteria for each of the Group's purchasing families (information on issues relating to the environment, society and the Group's governance and employee relations for each family as well as regulations in force,

environmental certifications, and the CSR maturity of supplier markets). This allows buyers to share their experiences and best practices.

The Purchasing function also has its own Reference Guide to Ethics and Professional Conduct, which mirrors the Group's own guide and aims to draw connections between the Group's values, compliance and professional conduct. Every La Poste buyer has received a copy of this reference guide, and all potential decision-makers in procurement processes are aware of its existence. In 2013, the Group's CSR Department and Mail's Purchasing Department joined forces to analyse

the CSR maturity of its supplier market and its Purchasing function in light of the NF X50-135-1 standard on responsible purchasing and its user's guide, inspired by ISO 26000. A self-assessment reference guide was prepared, on the basis of the practical recommendations included in this document. All team managers in Mail's Purchasing Department were interviewed to obtain their perspectives on the recommendations of this user's guide. A CSR maturity scoring system was then prepared and presented to the Purchasing function. Based on the findings of this exercise, draft recommendations were developed and integrated into the 2014 roadmap for the Purchasing function. At the same time, a separate CSR analysis was carried out for several strategic types of purchases. For each type, a personalised questionnaire was prepared by teams Mail's Purchasing Department and the Group's CSR Department so as to align the Group's handling of CSR issues as closely as possible with the particulars of the contract. Prerequisites were also incorporated within specifications documents. Bids received were analysed jointly by the Purchasing and CSR teams.

Responsible communicators

In 2009, as part of its "Ambition 2015" strategic plan, Le Groupe La Poste made a formal commitment to embrace its role as a responsible corporate citizen. As a result, each business function was required to factor the Group's CSR choices into its activities. Along these lines, a pilot study was launched within the Group's communications agency network (ANCI). Comprised of 18 agencies, with 214 staff, this structure accounts for 75% of employees working in the communications field across the Group.

An initial experiment

The pilot study, which ran from 2009 until 2012, involved two experimental programmes, one for the eco-design of communications materials and the other addressing the environmental impact of business activities. The first programme resulted in the development of expertise in eco-design, with the creation of several tools to assist with the planning of communications campaigns along these lines. A working group comprised of CSR managers and communicators thus prepared a Reference Guide to Responsible Communication, which is now used by communications teams across the Group to harmonise their practices and

Specific training courses

In order to foster the adoption of these tools and raise awareness of CSR issues within purchasing processes, the Group runs specific courses to train buyers, on the model of those organised for the sales teams. By the end of 2013, 100% of the 300 targeted buyers had taken the Group's two-day training course on responsible purchasing. This course uses real-life examples to help buyers come to grips with the tools provided to ensure a responsible approach to purchasing.

Leading by example for responsible purchasing

In 2012, a specific training course gave 23 purchasing managers the tools they need to lead their teams, communicate with in-house decision-makers and draw up CSR strategies for each purchasing family. Having completed this course, they are now able to map out purchasing strategies that take sustainability issues into account. They learned how to identify levers to encourage the adoption of responsible purchasing among decision-makers, buyers and users while also gaining insight on how to roll out the approach within their teams as well as to internal customers.

set objectives for their members. The second programme has helped to instil responsible business behaviours among all communications staff, to identify, manage and reduce the environmental impact of activities as well as their costs, and to create a simple and reliable reporting system for these measures.

Excellent outcome

In 2012, 95% of national and regional corporate communications projects managed by the ANCI were eco-designed. The results of this pilot study were the subject of a special report ("Results of Le Groupe La Poste's pilot study on responsible communication, 2009-2012").

It was submitted to the Group's external stakeholders: the Union des Annonceurs (UDA, the organisation representing French advertisers) and the Association des Agences Conseil en Communication (AACC, a French association of communications agencies). The UDA declared that the Group's approach was "innovative in terms of the methodology employed", since most companies set objectives for responsible communication before developing and implementing tools. Dominique Candelier, the UDA's Director of

Communications and Sustainable Development, found the level of investment made by Le Groupe La Poste to be “rather unique in the communications field”. And the Reference Guide to Responsible Communication created by La Poste as part of this pilot study received high marks from both professional associations. Today, the aim is to expand upon this initial

experiment, in order to cover all of the Group’s communications tools and those used in every function.

Tests are under way in three regions (Aquitaine, Midi-Pyrénées, Pays de la Loire), where all communicators, both at the corporate level and in each business area, are currently working to harmonise their practices.

ACCESSIBILITY IN THREE QUESTIONS

How is the issue of accessibility handled in the Reference Guide to Responsible Communication?

In the first version of the guide, accessibility criteria were included along with those relating to eco-design. As the former proved to be difficult to implement, the tool was experienced as diminished in its effectiveness by the teams of communicators and the Group’s regional delegations.

Why was the guide amended?

In the experimental version, eco-design and accessibility were dealt with separately. Accessibility thus takes on the nature of a bonus. As a result of this change, accessibility is no longer perceived as an impediment but instead as an opportunity to do better. But recent developments in regulations governing the accessibility of communications materials and sites hosting events necessitate a new version of the guide, since some accessibility criteria are now more demanding.

What about awareness among the teams?

Teams from the Human Resources and Employee Relations Department came to speak to a meeting of all ANCI project managers in December 2013 in order to raise awareness about accessibility issues. At the same time, work was carried out to enhance requirements in terms of accessibility within the Reference Guide to Responsible Communication. Lastly, a training course for the ANCI’s creative teams will be rolled out beginning in 2014 to ensure that the teams are able to make both print and digital documents accessible.



SIGNING OF THE UDA’S CHARTER OF COMMITMENTS FOR ADVERTISERS

This Charter to promote responsible communication has already been signed by more than forty leading French companies. It revolves around five key commitments, from the establishment of a code for responsible communication to the recognition of the impact on the environment and the importance of accessibility among criteria for selecting communications materials and the respectful use of personal information. By signing this Charter, the Group capped off three years of experimentation in the area of responsible communication within the ANCI network.



SUSTAINABLE PRACTICES AT BUSINESS PREMISES: THE EXAMPLE OF POST OFFICES ACROSS FRANCE

In 2013, ten daylong workshops were organised in France, bringing together real estate staff from the La Poste service network and Poste Immo, as well as the Group’s occupational health and safety managers. At their request, three awareness tools were created for teams working in post offices. The objective was to familiarise these employees with the CSR issues raised by post office buildings and the renovation work required to address these issues, as well as to bring about changes in behaviour.

International roll-out

Le Groupe La Poste assumed the Presidency of the Sustainable Development Project Group at the UPU (Universal Postal Union, the United Nations specialised agency for the postal sector, which has 192 member countries). Le Groupe La Poste actively contributes to organising and leading seminars on all continents to raise the national postal organisations' awareness of sustainable development and help them build their CSR strategy.

LEADING THE INTERNATIONAL POSTAL SECTOR

Global action

Committed to spread responsible practice throughout the postal sector, since 2004 the Group has co-financed and led ten seminars

in every world region. In 2013, the Group trained Mediterranean postal agencies in sustainable development.



At the last UPU Postal Congress held in Doha (Qatar) in autumn 2012, the postal agencies of 192 countries adopted a French proposal to set up an industry-specific carbon offsetting scheme called the "Postal Carbon Fund". This will be established during 2014.

Bilateral initiatives

An employee of Le Groupe La Poste guided and supported Correos, the Costa Rican Post, during one year as it rolled out its sustainable development action plan. For the following six months, he helped the Equadorian Postal Agency (Correos del Ecuador) implement its sustainable development strategy and the plan for its captive fleet. This resulted in a public tender offer for 200 electric utility vehicles for the distribution of mail, express packages and parcels. In 2012, the Group renewed a Memorandum of Understanding (MOU) with Japan Post Services for a three-year period. The agreement covered several topics such as stamp collecting and sustainable mobility.

This MOU led to two meetings/seminars in 2013 with a special focus on the electric vehicles project. The CSR Department hosted Japan Post Services in November 2013 to share experiences about

the Infini Drive project and about the experiments with recharging infrastructure for electric vehicles. The CSR Department hosted in 2012 La Poste's Polynesian unit, which is part of the Polynesian Postal Agency.

On this occasion, since the Group has developed social and environmental expertise, it advised its Polynesian counterparts and aided them in identifying actionable sustainable development activities. Since then, La Poste in Polynesia developed a CSR strategy and started work on several fronts such as the adoption of electric vehicles or tools to improve its energy efficiency. In June 2013, the CSR Department received visitors from La Poste in Polynesia who presented an update on their work. At the request of the CSR Department, they also shared their experience concerning CSR governance addressing these topics.

INTERNATIONAL CSR CERTIFICATION: THE MOROCCAN EXAMPLE

Le Groupe La Poste entered into a partnership with the Moroccan Postal Agency, with which it shares a common subsidiary, CIMA. During the first two years of this partnership, the two groups shared their experiences implementing CSR principles of the Global Compact as well as those of the North-South Solidarity accord. CSR policy themes, their implementation and the environmental and social aspects were explored. These exchanges resulted in the elaboration of a CSR charter for ABB, a subsidiary of the Moroccan Postal Agency, La Poste and CIMA (the common subsidiary of Le Groupe La Poste and the Moroccan Postal Agency). They also led to the creation of a CSR and ethics department within the Moroccan Postal Agency, and the roll-out of CSR training for the managers from

the Group Barid Al Maghrib and CIMA.

Le Groupe La Poste also participated in the “Earth Workshops” (Rabat Round) in September 2013. Lastly, a guide “Eco-actions” targeted to the employees of the company Barid Al Maghrib was written by adapting the guide that Le Groupe La Poste created for its own employees. Thanks to these exchanges, the Moroccan Postal Agency has endorsed a CSR policy by creating CSR positions at the parent company level as well as in its parcels subsidiary, its postal bank and, in the coming year, in its subsidiary dedicated to unaddressed advertising. In addition, working toward the CSR label in the common subsidiary, CIMA, provided the opportunity to train auditors and CSR managers within the Moroccan group.

These exchanges resulted in the elaboration of a CSR charter for ABB, a subsidiary of the Moroccan Postal Agency, La Poste and CIMA (the common subsidiary of Le Groupe La Poste and the Moroccan Postal Agency).



Shared certification process

As joint shareholders of a shipping service subsidiary, the two postal operators created a CSR policy for their common subsidiary, and launched a process to obtain the certification CGEM (Confédération Générale des Entreprises du Maroc). The outcome is expected in 2014. This operation gives Le Groupe La Poste the possibility to test the efficacy of its CSR reference guide outside the European context. The initial review (initial audit of CIMA's worksites, identification and collection of stakeholders' expectations) has been

completed. The significant problems have been corrected, and the action plan and balanced scorecard will soon be finalised.

The experience gained should enhance implementation of the Group's CSR reference guide and allow Le Groupe La Poste to test pilot its CSR initiative that can then be adapted to all other entities implanted abroad. Collaborating with an external partner is under consideration, and this proposal should be presented to the all the CSR managers in the Group's subsidiaries.

PARTNERSHIPS FOR ACTION AND DELIBERATION

Promoting equality between women and men

Over the past four years, Le Groupe La Poste has been supporting the work of Women's Tribune, an association that promotes equality between women and men on the African continent and in the Middle East.

In 2013, the forum could not be held due to the local political context. The work for the 2014 forum was prepared with the partner Institute of

Ethics and Diversity.

The overall theme is "feminine" regionalisation or decentralisation of power to promote equality between women and men.

Within the framework of this forum, La Poste organised a round-table dedicated to contributions to society.

Toward more sustainable models

Over the past several years, Le Groupe La Poste has partnered with "Ateliers de la Terre". This is an international think tank that militates for transforming society toward new more sustainable development models. It would like to stimulate thinking about sustainable development both in developed and emerging countries. Its networks are both pluridisciplinary and international.

They comprise a wide diversity of actors: international organisations, multinational enterprises as well as SMEs, government representatives, scientific and academic institutions, NGOs, personalities and thought leaders. Several managers from Le Groupe La Poste have had the opportunity to address this network concerning its CSR policy.

Acting against racism

The European Network Against Racism, ENAR, is a network of over 800 NGOs in Europe, whose goals are promoting human rights in Europe; equal treatment and rights; fostering cooperation in combating racism; facilitating research and projects; and exchanging information about European developments on these issues. The CSR

Department prepared and is developing this partnership.

In 2013, a collection of best practices in Europe was made with ENAR, supported by the European Commission. It was supplemented by the joint structure put in place by the Commission to organise European consultation in the postal sector.

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APPENDIX 1

Group legal structure

Le Groupe La Poste is organised around the parent company and its holdings, each of which comprises several subsidiaries.



Mail

Mail is organised around the activities of La Poste and its subsidiaries:

- **Sofipost**, a direct subsidiary, hosts all the marketing and delivery activities relating to mail addressed in France.
- Four indirect subsidiaries, attached to the holding company Sofipost, contribute to deployment of Mail's activities on dynamic market segments:
 - relational marketing (targeting and management of customer data) for **Mediapost**;
 - document management solutions and services (design, printing, routing, digitalisation, and archiving), data management (including secure electronic exchange), and outsourced process management for **Docapost**;
 - newspapers and magazines and e-commerce logistics for **Viapost**;
 - cross-border mail services for **Asendia**.

Parcels & Express

Parcels & Express is organised around ColiPoste (the parcels division of La Poste) and the holding company GeoPost:

- **ColiPoste** reported 2013 revenue of €1.6 billion. As the historical operator in the mail order sales market and the key partner for on-line retailers, it is the leader in the French market with 65% market share in the segment of deliveries between businesses and retail customers (B2C and C2B).
- **GeoPost** owns all of the French and foreign subsidiaries of Le Groupe La Poste operating in the express business. In 2013, GeoPost generated 26% of its revenue in France and 74% outside of France. GeoPost operates in the French market via three subsidiaries with complementary activities:
 - **Chronopost International**, focused on premium express services, the French specialist for express delivery of parcels up to 30 kg for both business and retail customers;
 - **Exapaq**, focused on rapid express service. Founded in 1995 by 19 independent French transportation and mail delivery companies, it was acquired in 2006 by GeoPost;
 - **Pickup**, expert in delivery to Relais Poste outlets.

In Europe, **GeoPost** has a very homogeneous network, which relies on **DPD's** road transport network (GeoPost is DPD's majority shareholder) and on businesses with strong positions in their home market. DPD is the international brand name of GeoPost, operating via GeoPost's subsidiaries. In certain European countries, the historical brands have been kept: in the UK, **Interlink Express**; in Portugal, **Chronopost**; and in Spain, **SEUR**.

In 2014, the structure of this business will be modified.

La Banque Postale

La Banque Postale encompasses banking operations, specifically:

- the financial services division of La Poste, which operates the retail banking activity and a part of its client services;
- **SF2**. A wholly owned subsidiary of La Poste, this holding company comprises the subsidiaries and participating shareholdings of La Banque Postale, with the exception of private wealth management, which is managed within the wholly owned subsidiary La Poste, LBP Gestion Privée. SF2 carries out specifically insurance and asset management activities, BPE or La Banque Postale "Gestion Privée".

La Poste Mobile

The brand La Poste Mobile was launched in 2011 by a joint venture between the Le Groupe La Poste (51%), via its subsidiary **La Poste Telecom**, and the operator SFR (49%). La Poste Mobile is what is known as a mobile virtual network operator (MVNO), meaning that it does not have a network of its own but operates entirely through its host operator's network. SFR brings its expertise and Le Groupe La Poste access to its distribution network.

Real Estate

Real Estate is a small division of La Poste: a wholly owned subsidiary and holding company, **Poste Immo**, implements the real estate policy defined and piloted by the Real Estate Department of La Poste. Poste Immo was founded in 2005 to turn real estate into a value creation tool for the company and to enhance the performance of the business sectors. As a global real estate operator, the subsidiary ensures the responsibilities of both owner and property service manager.

The La Poste service network

The La Poste service network is the division of La Poste that manages the La Poste's network of post offices, local postal agencies and Relais Poste outlets.

Digital Management

Digital Management is the division of La Poste founded in 2013 to increase Group revenue from the sale of digital tools and to develop digital services offered by Le Groupe La Poste.

APPENDIX 2

Summary of information pertaining to the social and environmental consequences of business activities, including commitments to society promoting sustainable development

Articles L. 225-100, L. 225-102-1, R. 225-104 and R. 225-105 of the French Commercial Code

Since 2003, the year when it adhered to the United Nations Global Compact, Le Groupe La Poste has demonstrated its ongoing commitment to environmental and social responsibility.

The ambition to “make Le Groupe La Poste a long-term creator of value and social ties” is now based on two commitments. The first one is to conduct our business activities in an increasingly responsible way, by incorporating social and environmental responsibility into each stage of the process. The second one concerns the everyday behaviour of postal workers: to commit to shared sustainable performance by mobilizing players in society to take action in order to make collective projects a success and to share this ambition with stakeholders.

The Group has published a sustainability report, or CSR report, since 2004, which summarises its main commitments in its annual report and, since 2010, has integrated the summary of its information regarding the social and environmental consequences of its business activities in its registration document and management report.

The assessment of the annual reporting system and of the progress in the Group’s CSR policy enable the Group to determine the targets that will be subject to regular monitoring in the Chairman’s balanced scorecard (approved by the Executive Committee on an annual basis), and those that the Chairman and Chief Executive Officer applies to the business lines. These targets are the subject of a review three times a year, as part of the non-financial results assessment, which has been included in the financial performance reviews since 2011 (meetings between the Chairman and Chief Executive Officer, the business line directors, and the support departments, which aim to review the performance of every department concerned).

The Group has had its non-financial indicators audited since the 2009 financial year; it is gradually broadening both the scope of the indicators published, as well as the scope subject to audit.

Scope and methodology of reporting

Given the delays in producing and auditing the indicators, the consolidation scope for the 2013 financial year is identical to that of the previous year, and includes La Poste, La Banque Postale and Mediapost SAS.

The other Group subsidiaries are the subject of projects aimed at computerising non-financial reporting processes, which will enable the consolidation scope to be broadened over the coming years. For the 2013 financial year, the manual inputting of results did not make it possible to consolidate these subsidiaries in time for the closing of accounts.

The three companies taken into account, namely La Poste SA, La Banque Postale and Mediapost SAS, account for 87% of FTE (Full Time Equivalent) employees and 74% of the Group's operating income (ratios calculated on the scope of the fully-consolidated companies).

The social indicators are developed in accordance with the methodology used for the social report.

The environmental indicators are based on the G3 guidelines for sustainable development reporting issued by the Global Reporting Initiative, the methodology used in the ADEME Bilan Carbone® tool, and on consumption or emission factors provided by certain transport operators and the International Electricity Agency.

The indicators are described in a reporting protocol drawn up by the Group's Corporate Social Responsibility department, which is in charge of the reporting process. This protocol specifies the definition of the indicators, the method for gathering the information, the audits performed, and the data collection and approval responsibilities.

Supplemental methodological measures for indicators relating to the workforce, the number of days of industrial action, the frequency and severity of accidents, the number of days of absence, training hours, remunerations, consumption of paper, energy and water as well as purchasing amounts are presented below in the body of the text and the table footnotes.

SOCIAL INFORMATION

Employment

Total workforce of the Group

Le Groupe La Poste's total workforce amounted to 266,369 people on average in 2013, on a full-time equivalent (FTE) basis, a 0.1% decrease compared with 2012. La Poste, its subsidiaries and the companies that it controls had 263,032 employees. This change resulted from normal natural departures, partially replaced. The workforce is divided up as follows:

BREAKDOWN OF THE GROUP'S WORKFORCE ON A FULL-TIME EQUIVALENT BASIS, BY CONTINENT⁽¹⁾

AFRICA	AMERICA	ASIA	EUROPE	OCEANIA	TOTAL
0.8%	0.3%	0.0%	98.9%	0.0%	100.0%

FRANCE	OTHER COUNTRIES IN WESTERN ⁽²⁾	EASTERN EUROPEAN COUNTRIES AND RUSSIA	TOTAL WORKFORCE IN EUROPE
92.4%	5.2%	1.3%	98.9%
97.6% of the Group's workforce is located in Western Europe			

BREAKDOWN OF THE GROUP'S WORKFORCE ON A FULL-TIME EQUIVALENT BASIS, BY COMPANY⁽¹⁾

PARENT COMPANY	La Poste ⁽³⁾	83.2%
SUBSIDIARIES CONSOLIDATED IN THE SOCIAL INDICATORS	La Banque Postale and Mediapost SAS	3.6%
SCOPE COVERED BY THE SOCIAL INDICATORS ⁽⁴⁾		86.8%
OTHER SUBSIDIARIES		13.2%
TOTAL		100.0%

(1) Source: consolidated financial statements of La Poste and of the [fully-consolidated] subsidiaries under its control; the workforce is expressed in full-time equivalents.

(2) UNESCO classification: Andorra, Austria, Belgium, Denmark, Finland, Germany, Greece, Iceland, Ireland, Italy, Liechtenstein, Luxembourg, Malta, Monaco, the Netherlands, Norway, Portugal, San Marino, Spain, Sweden, Switzerland, United Kingdom, the Holy See, as well as France which is separate in the table.

(3) Including the employees made available to La Banque Postale under the form of a shared resources unit (6.4% of the Group's employees).

(4) Unless otherwise specified at the level of the indicator.

BREAKDOWN OF AND CHANGE IN HEADCOUNT AT 31 DECEMBER 2013

INDICATORS	LA POSTE			LA POSTE, LA BANQUE POSTALE, MEDIAPOST SAS
	2011	2012	2013	2013
Total headcount as at 31/12 ⁽¹⁾	246,057	243,172	238,699	253,055
Of which on fixed-term contracts	15,770	16,491	16,912	17,496
Women	51.0%	51.2%	51.5%	50.9%
Men	49.0%	48.8%	48.5%	49.1%
Breakdown of workforce by age, excluding limited-term contracts				
Under 25 years	1.7%	1.6%	1.6%	1.7%
25-29 years old	5.9%	5.4%	5.2%	5.3%
30-39 years old	20.1%	19.7%	19.3%	19.3%
40-49 years old	31.5%	30.0%	28.6%	28.4%
50-59 years old	38.5%	40.1%	41.4%	40.5%
60 and older	2.3%	3.2%	3.9%	4.8%
Average number of FTE employees	226,502	221,657	218,941	228,434
Number of recruits on permanent contracts	5,123	5,211	5,298	7,320
Number of redundancies	1,053	885	818	1,478

(1) Comprises civil servants and employees with open-ended and fixed-term contracts. Civil servants seconded to subsidiaries under employment contracts are counted as permanent employees in these subsidiaries' headcount by agreement.

REMUNERATIONS AND THEIR CHANGE

INDICATORS	LA POSTE			LA POSTE, LA BANQUE POSTALE, MEDIAPOST SAS
	2011	2012	2013	2013
Average gross annual salary ⁽¹⁾	€27,578	€28,098	€28,603	€29,739
Annual increase	+2.7%	+1.9%	+1.8%	+2.0%
Amount paid for profit-sharing from the previous year	€54.3m	€94.3m	€73.6m	€76.5m
Number of employees with a Group savings plan (PEG) or a collective retirement savings plan (PERCO) ⁽²⁾	56,666	59,341	62,452	72,408
Net matching contribution paid by the company	€14.0m	€14.0m	€16.4m	€18.4m
Percentage of socially responsible investments in the PEG and PERCO assets	65.5%	57.0%	47.0%	47.1%

(1) The indicator is now calculated based on basis of the gross remuneration paid. The 2011 amounts have been updated accordingly. The average remuneration includes remuneration items paid monthly, but does not include variable bonuses. The headcount taken into account is the average workcount in FTE for the year.

(2) La Poste and some subsidiaries such as Mediapost SAS are members of the Group Savings Plan (PEG) and of the Group's Collective Retirement Savings Plan (PERCO). La Banque Postale has its own employee savings schemes (PEG and PERCO).

Organisation of work

Work organisation in the Group's three companies complies with French labour laws and is based on a weekly average of 35 hours for day workers and 32 hours for night workers. There are no night shifts at La Banque Postale or Mediapost SAS.

INDICATORS	LA POSTE			LA POSTE, LA BANQUE POSTALE, MEDIAPOST SAS
	2011	2012	2013	2013
Percentage of part-time employees in the workforce at 31/12 (individuals, excluding fixed-term contracts)	11.25%	11.22%	10.69%	13.89%
Percentage of employees in the workforce working night shifts at 31/12 (individuals, excluding fixed-term contracts) ⁽¹⁾	2.92%	2.68%	2.63%	2.48%
Number of days' absence due to sickness (in calendar days)	5,033,430	4,978,614	4,999,784	5,178,621
Number of paid overtime hours	ND	4,571,137	2,506,114	2,618,473

(1) Only La Poste has night shifts, regardless of their length.

Employee relations

La Poste's employee representative bodies are mostly governed by public sector legislation, with the exception of CHSCT (Occupational Health and Safety Committee), which has been governed by the rules of the French Labour Code since 16 November 2011, in accordance with the law. In accordance with the Quality of Life at Work Agreement of January 2013, La Poste is working on setting up a collective body in 2014, the scope and remit of which will be determined following the current negotiations with trade union organizations.

INDICATORS	LA POSTE			LA POSTE, LA BANQUE POSTALE, MEDIAPOST SAS
	2011	2012	2013	2013
Number of days lost due to strikes ⁽¹⁾	ND	ND	143,844	143,844

(1) This is the number of days of work stoppage resulting from local or nationwide strikes recorded in the payroll system.

INDICATORS	LA POSTE	LA BANQUE POSTALE	MEDIAPOST SAS
Total number of employee agreements signed (including amendments)	7	4	5

MONITORING OF THE COMMITMENTS MADE AS PART OF THE AGREEMENTS IN EFFECT IN 2013

LA POSTE	<ul style="list-style-type: none"> – Goals relating to access to occupational health services were defined as part of the Quality of Life at Work Agreement: 90% of postal workers have undergone a medical check-up in the last two years. – 1,390 permanent hires resulting from fixed-term contracts were made in 2013, out of a commitment of 3,000 hires during the period between 2013 and 2015.
LA BANQUE POSTALE	<ul style="list-style-type: none"> – A dynamic diploma-based policy that applies to all employees: over 50% of the graduates are over 45.
MEDIAPOST SAS	<ul style="list-style-type: none"> – 33% increase in the number of disabled workers between the end of June 2012 and the end of June 2013; the total number is 717. – 40.4% of women executives, compared with 38% two years earlier.

Health and safety

The health and safety conditions at work for La Poste and its French subsidiaries are determined within the framework of French employment law.

The Quality of Life at Work Agreement signed on 22 January 2013 sets out La Poste's goals in this area (to be an exemplary company in terms of well-being at work) and concrete commitments, which specifically include medical supervision of postal workers, training for new managers, the introduction of local HR professionals, and evolution in the missions of National Health and Safety at Work Commissions within La Poste. Negotiations on health at work were also launched; these negotiations deal with risk-prevention issues (physical and psycho-social risks), physical hardship, maintaining people at work who are experiencing health problems and supporting them. The negotiations also deal with specialised functions (occupational health services, risk preventers and social security assistants) and employee representative bodies. In addition, an agreement on the implementation of telecommuting at La Poste was signed in June 2013.

INDICATORS	LA POSTE			LA POSTE, LA BANQUE POSTALE, MEDIAPOST SAS
	2011	2012	2013	2013
Number of days of absence due to workplace or route accidents or occupational illness ⁽¹⁾	772,418	773,654	733,120	750,822
Workplace accidents with time off:				
Frequency ⁽²⁾	26.08	26.42	25.2	25.4
Severity ⁽³⁾	1.28	1.30	1.27	1.28

(1) This indicator is calculated on the basis of the number of individuals employed (excluding fixed-term contracts). The days of absence are counted in calendar days.

(2) Number of workplace accidents (excluding commuting) per million hours worked. The hours worked are calculated on the basis of the average workforce multiplied by the number of hours worked per annum.

(3) Number of workplace accidents with time off (excluding commuting) per thousand hours worked. The days lost for workplace accidents are counted in calendar days.

Training

The evolution of professions and the transformation of the Group are leading it to increase training initiatives, which target:

- developing skills relating to mastering current positions;
- supporting professional development projects.

La Poste parent company committed to boosting access to training in 2013. This means that 78.5% of postal workers benefitted from at least one training initiative (52% in 2012).

INDICATORS	LA POSTE			LA POSTE, LA BANQUE POSTALE, MEDIAPOST SAS
	2011	2012	2013	2013
Total number of training hours ⁽¹⁾	4,210,752	4,129,997	5,120,801	5,198,652
Number of employees who followed at least one training course during the year ⁽²⁾	ND	ND	78.5%	75.0%

(1) Total number of internal and external training hours followed by all employees (total workforce present during the year, including part-time students).

Training hours under study leave (CIF, CFP) or accreditation of prior learning (VAE) and skills audits are not taken into account as training actions.

Courses are taken into account for the year in which they are completed.

(2) The employee base corresponds to the average workforce excluding employees absent for more than six months.

Equal treatment

La Poste and the French subsidiaries concerned regularly negotiate employment agreements setting out the measures taken to promote gender equality, disabled persons, young people and seniors.

INDICATOR	2011	2012	2013
Proportion of women on the Management Committee	25.96%	26.97%	31.41%

The members of the Management Committee hold strategic positions at La Poste and its French subsidiaries, as defined by the Group's Executive Committee. The proportion of women increased significantly in 2013, reflecting the ongoing efforts of La Poste and its subsidiaries to encourage diversity at the highest level. The goal is for women to make up 30% of the Management Committee by 2015.

INDICATOR	LA POSTE			LA POSTE, LA BANQUE POSTALE, MEDIAPOST SAS
	2011	2012	2013	2013
Difference between the remuneration of men and women ⁽¹⁾				
Civil servants	-3.2%	-3.2%	-3.1%	Only applies to La Poste
Employees	-1.7%	-1.3%	-1.2%	-2.8%

(1) All staff who are civil servants are included within La Poste.

Promotion of and compliance with the recommendations of the International Labour Organisation's fundamental agreements

La Poste is a signatory to the United Nations Global Compact and to the commitments made by Chairmen & Chief Executive Officers regarding gender equality in the world; La Poste publishes a progress report on its commitment every year. The Group's business ethics scheme, which was rolled out in 2013, summarises these principles. Le Groupe La Poste primarily operates in Western Europe, where domestic legislation includes the OECD principles. An assessment carried out at a subsidiary in Morocco in 2013 did not reveal any irregularities in employees' employment situations as far as forced labour and child labour are concerned.

To combat any form of discrimination, Le Groupe La Poste drew up a Hiring Charter in 2010.

In this Charter, the Group specifically commits to equality of opportunity, to considering all applications, and to objectivity and respect during the hiring process.

Furthermore, La Poste has been a signatory to the Corporate Diversity Charter since 2006.

Within the Universal Postal Union, La Poste was recently re-elected as the CSR working Group leader, and is conducting an active awareness-raising initiative among world-wide postal services through that working group.

Environmental information

General environmental policy

Due to changes in laws and regulations (resulting in particular from the Grenelle Environment Forum), Le Groupe La Poste monitors and analyses the obligations that may impact its business activities. These obligations may affect customers or the regions where Le Groupe La Poste operates and require the Group to adapt; this is why the Group has drawn up a legal framework intended for the CSR division, in order to share that framework.

Environmental responsibility also forms part of the management process (performance reviews and the Chairman's balanced scorecard) and represents one of the incentive criteria for employees' remuneration, and for their variable remuneration portion, where relevant.

La Poste continued to raise the Group's newly appointed managers' (senior, strategic and managing executives) awareness in 2013, and offered a training course to all the regional representative teams. The environmentally-friendly driving courses continued to be rolled out, and a guide to using IT tools properly was published on the Intranet, for the attention of employees. Le Groupe La Poste has identified the main environmental risks resulting from the products and services that it offers, and the equipment, transportation and buildings that it uses. These factors were incorporated into the internal control and reporting procedures in 2013. The resources dedicated to preventing environmental risks and pollution are set out below, although they were not subject to a consolidated financial valuation at Group level for the 2013 financial year.

The launch of environmental certification procedures fall under La Poste's business line policies.

The National Postage Stamp Printing Facility, and ColiPoste (the head office, the 5 regional operating divisions and the 15 parcels platforms) are ISO 14001 certified.

In 2013, Le Groupe La Poste's business activities did not give rise to a need for environment-related contingency coverage or provisions, or give rise to court decisions or legal actions in this field.

Pollution and waste management

The business activities carried out by Le Groupe La Poste primarily generate three kinds of waste: waste electrical and electronic equipment, paper and packaging waste, including cardboard, pallets, and plastic, and household waste.

Waste from electric and electronic equipment is the subject of national agreements aimed at recovering and recycling it, and may also be sold or given away.

For other waste, the Group is gradually rolling out action plans for sorting, processing and material recovery. Air (other than greenhouse gases), water and soil emissions are not monitored. However, due to their nature, the Group's business activities do not generate substantial amounts of pollutants other than those relating to the use of internal combustion vehicles or land use, and represent a very low risk of water and soil pollution.

Measures to prevent and remedy discharges into the water and ground, or that affect the environment are set out in the Paragraphs on "Sustainable use of resources" and "Climate change".

The noise nuisance inherent to the Group's logistics activities is addressed via three main types of initiatives: regularly upgrading the internal vehicle fleet to the latest European standards, and developing alternative means of transport to air transport, for example combined air-rail transport, and the purchase of a large number of electric vehicles.

Because of the nature of its business activities, Le Groupe La Poste is a significant consumer and carrier of paper, which impacts this sector.

The offering involving the collection of office paper for recycling, known as "Recy'go", which was launched with VSCs and SMCs and local authorities in early 2012, has now been rolled out throughout France. 2,987 tonnes of paper were collected by the Nouvelle Attitude subsidiary in 2013, either directly or via La Poste's mail carriers.

INDICATORS	LA POSTE AND LA BANQUE POSTALE			LA POSTE, LA BANQUE POSTALE, MEDIAPOST SAS
	2011	2012	2013	2013
Waste From Electrical and Electronic Equipment (WEEE) in tonnes ⁽¹⁾	1,106	799	736	746
Recovery rate for this waste (excluding donations and sales) ⁽²⁾	81%	84%	83%	83%

(1) Scope including computer, safety/security and telecommunications equipment that was processed by a specialised division, or that was donated or sold.

(2) The recovery rate is extrapolated across the entire consolidation scope through reporting the materials that account for 73.4% of the total WEEE processed by the specialised division.

Sustainable use of resources

The primary raw material used in the Group's processes is paper. Therefore, the Group has been committed to monitoring and responsible purchasing since 2007, where the goal is to reach 100% of responsible paper (recycled, eco-labeled or from sustainably managed forests).

The portion of responsible paper consumed continued to increase in 2013, rising to 97.5%, compared with 94.2% in 2012, i.e. +3.3 points following a 3.6 point increase the previous year. This increase now results from converting the last printed materials, such as the Colissimo dispatch labels or second dispatch labels, and the rolls for cash machines.

Energy consumption is a challenge for the Group, as it is a major component of its operating expenses.

The action plans to reduce this consumption focus on optimising its vehicle fleet and its buildings (reducing surface areas and upgrading the equipment). An identical review for IT systems is underway.

Furthermore, the replacement of internal combustion vehicles by electric vehicles is taking place, as is the use of renewable energy sources for buildings (since May 2012, 42 solar-power installations are up and running on Poste Immo buildings as part of a partnership).

Le Groupe La Poste's water consumption is for office or collective catering purposes. There is no water consumption for industrial purposes. The water supply comes from the general distribution network, which is managed by local authorities, and is not subject to any specific local constraints. Water consumption has fallen on a regular basis (–5.6% between 2012 and 2013, and –0.7% between 2011 and 2012 across La Poste, La Banque Postale and Mediapost SAS consolidation scope).

The Group's many facilities have an impact in terms of land use, primarily due to the surface area that they occupy, although it was not possible to identify their impact for the 2013 financial year.

INDICATORS ⁽³⁾	LA POSTE AND LA BANQUE POSTALE			LA POSTE, LA BANQUE POSTALE, MEDIAPOST SAS
	2011	2012	2013	2013
Paper consumption in tonnes ⁽¹⁾	21,898	20,039	17,412	17,589
Percentage of environmentally-responsible paper ⁽¹⁾	90.5%	94.4%	97.5%	97.5%
Buildings' energy consumption in GWh ⁽²⁾	1,196	1,154	1,262	1,277
Water consumption in cu.m ⁽³⁾⁽⁴⁾	1,675	1,663	1,568	1,584

(1) Products (stamps, ready-to-ship and other packaging sold), cardboard boxes, and mixed items like padded envelopes are not included in the scope of the indicator.

(2) Energy taken into account are electricity, gas, domestic fuel and district heating.

(3) The methodology used in the reporting of the energy consumption of buildings was changed in 2013 to ensure a more exhaustive coverage. The 2013 results are based on amounts invoiced from 1 December 2012 to 30 November 2013. The average prices used to convert these amounts into kWh are obtained either from the statistics databases of the Ministry of Sustainable Development (Pégase database) or from calculations made from representative samples of invoices. For some buildings, consumption was extrapolated from the occupied surfaces. The energy consumption of buildings disposed of during the year was not included. The consumption of electric vehicles was also included.

(4) A part of the water consumptions is estimated on the basis of the expenses invoiced during the exercise and a middle price determined by INSEE.

Climate change

Le Groupe La Poste is taking measures to anticipate the consequences of climate change, like the tightening of regulations, for instance. To achieve this aim, it measures and makes efforts to reduce its greenhouse gas (GHG) emissions and has begun offsetting the residual CO₂ emissions relating to the Mail, ColiPoste and GeoPost offerings since 2012.

The Group's commitment is to reduce its type 1 and 2 greenhouse gas emissions by 20% between 2013 and 2020 (direct and indirect emissions relating to its consumption of electricity, steam, heating and cooling).

The greenhouse gas (GHG) emissions within the scope of the Group's commitment, (scope 1 and 2 emissions), increased by 1.1% in 2013 compared with 2012. The Group is continuing its efforts in transportation and buildings, including renewing the vehicle fleet and ordering 10,000 electric vehicles, providing environmentally-friendly driving training to 79,000 employees, developing transportation alternatives to air transportation, optimising transportation plans, reducing the surface areas and budgets allocated to energy, renovations, HEQ (high environmental quality) buildings and employee behaviour.

Greenhouse gas emissions relating to buildings do not include the loss of refrigerant gases, as the number of buildings under management (11,847 for the Poste Immo real estate subsidiary alone) makes it hard to survey the facilities.

Total GHG emissions have dropped 2.5%.

GREENHOUSE GAS INDICATORS, IN CO ₂ EQUIVALENT TONNES ^[3]	LA POSTE AND LA BANQUE POSTALE			LA POSTE, LA BANQUE POSTALE, MEDIAPOST SAS
	2011	2012	2013	2013
Scope of the Group's commitment: Scope 1 and 2 GHG emissions ^[1]	385,630	367,352	371,590	374,518
Total GHG emissions relating to transport and buildings ^[2]	–	779,343	759,381	771,769

[1] Scope 1 and 2 GHG emissions according to the GHG Protocol direct and indirect emissions linked to the consumption of energy, steam, heating or cooling.

[2] Scope 1, 2 and 3 GHG emissions, including transport sub-contractors and employees' sub-contracted business travel. Until 2011, this indicator did not include leased air and sea transport capacity for foreign destinations and the French overseas departments, except for Europ Airpost, and sub-contracted road transport in Corsica and the French overseas departments; the results for the 2011 financial year cannot therefore be shown according to this scope.

Leased air transport capacity for foreign destinations and the French overseas departments; the distances take stop-overs into account as from the 2013 financial year.

Work vehicles or "company cars" (1.2% of the internal fleet), and business travel performed by employees who use their own vehicles are excluded from the scope of the indicator.

The related consumption of electricity and GHG emissions for electric vehicles (4,718 light vehicles and quadricycles and 16,236 electric bicycles at the end of 2013) are counted at the building level.

[3] The 2012 results were updated to reflect professional trips.

Protection of biodiversity

The potential impact of the Group's business activities on biological equilibrium, the natural environment and protected animal and plant species relate to greenhouse gas emissions and energy consumption, for which active policies have been implemented (see above).

Poste Immo, the Group's real estate company, mapped all its buildings in terms of Priority Environmental Zones, and audited a few buildings that have been targeted in terms of their impact on biodiversity.

Furthermore, following an assessment of the services provided by eco-systems at an Industrial Mail Platform, Le Groupe La Poste entered into partnerships in 2013 in order to raise awareness of protecting biodiversity, including a partnership with the national consultation forum in order to raise school children's awareness, and a partnership with the Nicolas Hulot Foundation to inform and involve its employees. Some flagship urban post office facilities, like La Banque Postale's head office and the Paris Louvre post office, have chosen to install bee hives.

Information pertaining to societal commitments in favour of sustainable development

Regional, economic and social impact of the company's business activities

Through its activities, the Group occupies an important role in French regions. It specifically contributes to the development of the local economy via the services that it offers to economic and institutional actors. Its regional development public service agreement requires ongoing dialogue with regional authorities. Moreover, the Group is often the largest employer in the region. A number of initiatives have been developed in deprived urban areas as part of urban policy, and in rural areas, as demonstrated by the Group's partnership with regional parks.

Relations maintained with people or organisations interested in the company's business activities, including integration organisations, teaching institutions, environmental protection organisations, consumer associations and local residents.

Stakeholder relations

MAIN DIRECT STAKEHOLDERS	MAIN DIALOGUE CHANNELS	MAIN EXPECTATIONS IDENTIFIED
Shareholders	Board and Board committees, including the Quality and Sustainable Development Committee	Financial performance and sustainability of the business model (long-term value creation) Managing the risks that may affect the company's reputation Contributing towards fulfilling commitments made to the government (regulatory compliance in terms of social and environmental responsibility and public service obligations)
Customers and consumer associations	Group mediator Structured consultation with consumer associations Surveys and opinion-gathering	Listening to needs, local nature and responsiveness of the advice, based on considering the customers and their interests Providing information on the offerings and the pricing policy Societal innovation Accessibility of the offerings to everyone, including marginalised customers Useful everyday services with environmental and/or social added-value
Employees and their representatives	Employee representative bodies Employee relations survey Various surveys, qualitative and quantitative groups, including CSR surveys Time and Communications Forums	Quality of jobs and working conditions (health & safety and well-being) Boosting employability and supporting professional projects Equality of opportunity in terms of access to employment and career paths Transparency of the dialogue with employees Recognition of effort and know-how The company's involvement in promoting CSR Determination to be involved in the roll-out of tangible initiatives to promote CRS, and especially social solidarity

MAIN DIRECT STAKEHOLDERS	MAIN DIALOGUE CHANNELS	MAIN EXPECTATIONS IDENTIFIED
Local elected officials	Representative on the Board of Directors Departmental Local Postal Coverage Commissions (CDPPT) Surveys and opinion-gathering	Compliance with public service commitments and regulations Visible presence in their region, including in underprivileged areas Welcoming all customers, including the most marginalised Involvement in their projects to promote sustainable development (Climate Plan, Agenda 21, SCRAE, city policy and rural development) Contributing to their policy for employing marginalised individuals
Suppliers and sub-contractors	Purchasing Charter, and purchasing specifications Co-designing equipment with suppliers and staff	Long-term business collaboration Complying with contractual undertakings and payment timeframes Contract access conditions that give everyone a chance and valuing CSR commitments Accompanying the development of more responsible offerings Supporting innovation in order to anticipate regulatory changes
Partner organisations (NGOs or other organisations)	Partnerships structured by sponsorship agreements or arrangements, joint involvement in organisations	Openness to dialogue and cooperation in terms of work Transparency of practices and communications Guaranteed compliance with the regulations and business ethics Access to postal and banking services for everyone The Group's contribution to advancing CSR and to national and local social solidarity initiatives

Partnership or sponsorship initiatives

La Poste, La Banque Postale and Mediapost provided sponsorship funding amounting to €8,174,339 to their various partners in 2013. The La Poste Foundation introduced initiatives within the framework of a budget of €900,000.

The aims of the established partnerships are access to basic goods and services, and specifically access to employment, access to our services (social mediation and interpreting), access to education, the prevention of exclusion and social integration (partnership arbitrator).

Postal workers are asked to volunteer through coaching (IMS), and sponsorship initiatives (Nos quartiers ont des talents, Écoles de la deuxième chance, Fondation Agir Contre l'Exclusion).

Sub-contracting and suppliers

La Poste takes social and environmental issues into account in its purchasing contracts; and in its relations with suppliers and sub-contractors, it takes into consideration their social and environmental responsibility through suggesting that its suppliers sign a commitment charter.

It contributes to the development of local jobs by promoting the availability of its tenders to social insertion and adapted and protected sector organisations, and to SMCs and VSCs. It is also developing access to employment through its partnership with temporary employment agencies for persons who are being reintegrated into the labour market, or disabled persons.

It has drawn up a tender code. The Market Committee reviews the fairness of the supplier selection process for any intellectual service tender above €1.5 million, excluding tax, and for any other tender above €10 million, excluding tax.

INDICATORS ⁽¹⁾	LA POSTE			LA POSTE, LA BANQUE POSTALE, MEDIAPOST SAS
	2011	2012	2013	2013
Amount of the purchases in € million, excluding tax	–	–	3,781.50	ND
of which amount of the purchases in € million, excluding tax:	6.99	8.56	11.20	ND
– from the protected sector	–	2.28	2.77	ND
– from the workforce reintegration sector				
Temporary work expenditure, in € million, excluding tax ⁽²⁾	–	–	82.35	89.50

(1) For all purchasing indicators, the results disclosed include purchases of the subsidiary Poste Immo, which are not distinguished from La Poste. Purchases comprise all goods and services bought from third parties (materials, transport/logistics, IT, overheads, etc.) that were capitalised or expensed.

(2) Scope of services performed under contracts signed at Group level.

Fairness of practices and other initiatives launched to promote human rights

In April 2011, the Executive Committee adopted an ethics management system. The Group has specifically identified various forms of corruption. This code has been applied at the various Group companies, and translated into English for the foreign companies. Specific emphasis was placed on corruption in 2013, including the publication of an awareness-raising document, and the trial of a training course intended for managers. The measures taken to promote consumers' health and safety aim to ensure their safety in premises that are open to the public (prevention of assaults, and compliance with standards for premises open to the public) and the security of dispatches.

APPENDIX 3

GRI cross-reference table

Global Reporting Initiative G.3.1 guidelines and cross-references with guidelines G4, article 225 of the Grenelle II law and the Global Compact.

N.R. = not relevant / N.A. = not available / N.C. = not communicated
RD : Registration document
CSR : CSR Report

■ Indicator complete
■ Indicator partially complete
□ Not available or communicated by Le Groupe La Poste

AREA			GRI 3.1 REFERENCE GUIDE				GRI CROSS-REFERENCE TABLE		
	GRI number	Description	Scope	Document	Pages	Chapter	G4	Grenelle II	Global Compact
1. Strategy and analysis									
	1.1	Statement from the most senior decision-maker of the organisation on the relevance of sustainable development for the organisation and its strategy	■	RD Letter	450 of P. WAHL	1.3.3 Internet site	G4-1	I.2.a.1	A
	1.2	Description of key impacts, risks, and opportunities	■	CSR CSR RD RD	18-27 54 123 20-104 117-133	5 9	G4-2	I.2.a.1	A
2. Organisational profile									
	2.1	Name of the organisation	■	CSR RD	1 18	4.1	G4-3	I.2.a.1 I.2.a.2 I.2.a.4 II.3.c.2	B
	2.2	Primary products, and/or services and corresponding brands	■	CSR RD RD	4-7 10 20-70	3.1 5.1	G4-4	I.2.a.1 I.2.a.2 I.2.a.4 II.3.c.2	B
	2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries and joint ventures	■	CSR RD	4-14 20-70	5.1	G4-17	I.2.a.1 I.2.a.2 I.2.a.4 II.3.c.2	- - -
	2.4	Location of organisation's headquarters	■	RD	18	4.4.1	G4-5	I.2.a.1 I.2.a.2 I.2.a.4 II.3.c.2	- - -
	2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	■	CSR RD RD RD	63 10 20-26 93	3.1 5.1 5.4.4.1.1	G4-6	I.2.a.1 I.2.a.2 I.2.a.4 II.3.c.2	- - -
	2.6	Nature of ownership and legal form	■	RD RD	18 428-434	4.4.2 21	G4-7	I.2.a.1 I.2.a.2 I.2.a.4 II.3.c.2	- - -












AREA	GRI 3.1 REFERENCE GUIDE					GRI CROSS-REFERENCE TABLE			
	GRI number	Description	Scope	Document	Pages	Chapter	G4	Grenelle II	Global Compact
	2.7	Markets served including geographic breakdown, sectors served and types of customers or beneficiaries	■	CSR RD RD	4-14 20-70 106	5.1 6	G4-8	I.2.a.1 I.2.a.2 I.2.a.4 II.3.c.2	---
	2.8	Size of the organisation	■	CSR CSR RD RD	8-13 63 210 495-496	17.1 Appendix 3	G4-9 G4-10 G4-11 G4-12	I.1.a.1.1 I.2.a.1 I.2.a.2 I.2.a.4 II.3.c.2	---
	2.9	Significant changes during the reporting period regarding size, organisational structure or capital structure	■	CSR RD RD	43 13 104	3.3.3 5.6	G4-13	I.3.c.1	COP 2
	2.10	Awards received in the reporting period	■	CSR CSR CSR CSR RD RD	30 52 59-60 117 54 143	5.1.3.3.2 10.1.6.2		---	---
3. Report parameters									
Report profile									
	3.1	Reporting period for information provided	■	RD CSR	1	Appendix 5	G4-28	---	---
	3.2	Date of most recent published report (if any)	■	RD2012 CSR	1	Appendix 5	G4-29	---	---
	3.3	Reporting cycle (annual, biennial, etc.)	■	RD CSR	1	Appendix 5	G4-30	---	---
	3.4	Contact person for questions regarding the report or its contents	■	RD CSR	III-IV	Appendix 5	G4-31	---	---
Report scope and boundary									
	3.5	Process for defining report content, including: – determining materiality; – prioritising topics within the report; – identifying stakeholders likely to use the report	■	CSR CSR CSR RD	18-23 28-41 46 43	5.1.2	G4-18 G4-19	PG4	---
	3.6	Report scope	■	CSR RD RD RD	62 20-26 93 494	5.1 5.4.4.1.1 Appendix 3	G4-20 G4-21	PG2 PG4	---
	3.7	State any specific limitations on the scope or boundary of the report	■	CSR		Appendix 5	G4-20 G4-21	PG2 PG4	---
	3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations	■	CSR RD	42 504-508	Appendix 3	G4-20 G4-21	PG2 PG4	---













			GRI 3.1 REFERENCE GUIDE				GRI CROSS-REFERENCE TABLE		
AREA	GRI number	Description	Scope	Document	Pages	Chapter	G4	Grenelle II	Global Compact
GRI content index	3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report	■	CSR RD RD	123-124 91 384-389	5.4.2.2 20.2		- - -	- - -
	3.10	Explanation of the effects of any re-statements of information provided in earlier reports, and the reasons for such re-statements	■	N.R.			G4-22	PG1	- - -
	3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	■	RD	136-137	10.1	G4-23	PG1	- - -
	3.12	Table identifying the location of the Standard Disclosures in the report Identification of page numbers or web links where GRI information can be found	■	CSR	150	Appendix 3	G4-32	PG3	- - -
	3.13	Policy and current practice with regard to external audit of the report	■	RD	506-508	Appendix 3	G4-33	PG5 PG6 PG7	D COP 1 COP 20
4. Governance, commitments and engagement									
Governance	4.1	Governance structure of the organisation, including committees under the highest governance body (Board of Directors or its committees) responsible for specific tasks, such as setting strategy or organisational oversight	■	CSR RD RD RD	14-15 182-192 202-203 205-206	14.1-14.2 16.1 16.4.1	G4-34 G4-38	- - -	1 20
Governance	4.2	Indicate whether the chairperson of the Board of Directors (or its committees) is also an executive officer	■	CSR RD	14-15 189	14.2.1	G4-39	- - -	COP 1 COP 20
Governance	4.3	For organisations that have a unitary Board structure, state the number and gender of members of the Board and its committees that are independent and/or non-executive members	■	CSR RD RD	15 182-188 447-449	14.1 1.2	G4-38	- - -	COP 1 COP 20
Governance	4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the Board of Directors	■	CSR CSR RD	14-15 76 223-225	17.8.2	G4-37 G4-49 G4-53	I.1.a.3.1 I.3.b.1	COP 1 COP 20
Governance	4.5	Alignment between remuneration for members of the Board of Directors and its committees, senior managers, and executives (including severance payments), and the organisation's performance (including social and environmental performance)	■	CSR CSR RD RD RD	15 67 196-200 221 451	15 17.7 Appendix 1-1.3.4	G4-51	I.1.a.3.1	COP 1 COP 20
Governance	4.6	Processes put in place by the Board of Directors and its committees to avoid conflicts of interest	■	CSR RD	128-129 92	4.2.1.1 5.4.3	G4-41	- - -	COP 1 COP 2 COP 20

			GRI 3.1 REFERENCE GUIDE				GRI CROSS-REFERENCE TABLE		
AREA	GRI number	Description	Scope	Document	Pages	Chapter	G4	Grenelle II	Global Compact
Governance	4.7	Process for determining the composition, qualifications, and expertise of the members of the Board of Directors and its committees, including any consideration of gender and other indicators of diversity	■	RD	446-447	Appendix 1-1.1.2	G4-40	- - -	COP 1 COP 20
Governance	4.8	Internally-developed mission statements or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	■	CSR CSR RD RD RD	18-27 128-129 14-15 90 494	3.4 5.4.1 Appendix 3	G4-56	II.3.d	COP 12
Governance	4.9	Procedures of the Board of Directors and its committees for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence to or compliance with internationally agreed standards, codes of conduct, and principles	■	CSR CSR RD RD RD	14-15 122-127 91 206-207 494	5.4.2 16.4.3 Appendix 3	G4-45 G4-47	- - -	D COP 1 COP 20
Governance	4.10	Processes for evaluating the Board of Directors' own performance, particularly with respect to economic, environmental, and social performance	■	CSR CSR RD RD RD RD	14-15 62 91 196-200 204-205 455-481	5.4.2 15.1 16.3 Appendix 1-2	G4-4 G4-35_36, G4-42_43 G4-46, G4-48, G4-50, G4-52 G4-54_55	I.1.a.3.1 I.1.a.3.2 I.2.a.1	COP 1
External commitments	4.11	Explanation of the organisation's approach to the precautionary principle and how it is carried out	■	CSR RD RD	49-102 90 494	5.4.1 Appendix 4	G4-14	- - -	COP 1
External commitments	4.12	Externally-developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses	■	CSR CSR CSR CSR CSR RD RD RD	38-39 42 66 71-72 97 122 135-136 95-97 98 500	5.4.6 5.4.7.4 Appendix 3	G4-15	- - -	COP 1 to 21
External commitments	4.13	Memberships in professional associations and/or national/ international advocacy organisations in which the organisation: - has positions in governance bodies; - participates in projects or committees; - provides substantive funding beyond routine membership dues or views membership as strategic	■	CSR CSR CSR RD	7 28-43 52-119 128-139 21-104	5	G4-16	- - -	COP 15 to 17
Stakeholder engagement	4.14	List of stakeholder groups engaged by the organisation	■	CSR RD RD	28-39 97-98 504-505	5.4.7 Appendix 3	G4-24	I.3.b.1	COP 21










			GRI 3.1 REFERENCE GUIDE				GRI CROSS-REFERENCE TABLE		
AREA	GRI number	Description	Scope	Document	Pages	Chapter	G4	Grenelle II	Global Compact
Stakeholder engagement	4.15	Basis for identification and selection of stakeholders with whom to engage	■	CSR RD	28-39 504-505	Appendix 3	G4-25	I.3.b.1	COP 21
Stakeholder engagement	4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	■	CSR RD RD	28-39 97-98 504-505	5.4.7 Appendix 3	G4-26	I.3.b.1	COP 21
Stakeholder engagement	4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to them, including through its reporting	■	CSR RD RD RD	28-43 97-98 223-225 504-505	5.4.7 17.8.2 Appendix 3	G4-27	I.3.b.1	COP 21
5. Managerial approach and performance indicators									
ECONOMIC									
ECONOMIC	DMA EC	Economic	■	CSR CSR CSR RD RD	4-13 24-27 43 111-115 20-70 99-101	5.1 5.4.8	G4-DMA	- - -	COP 15 COP 16
Economic performance	EC1	Direct economic value created and distributed, including revenues, operating costs, employee remuneration, donations and other community investments, retained earnings, and payments to capital providers and governments	■	CSR RD RD	43 164-172 379	10.2-10.7 20.2	G4-EC1	I.1.a.3.1	COP 15 COP 16
Economic performance	EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	■	CSR RD	92-102 301-304	3.2.3 Appendix 3	G4-EC2	II.2.a.4	COP 15 COP 16
Economic performance	EC3	Coverage of the organisation's pension plans including defined benefit plans	▢	CSR RD RD RD	68-70 221 225 264	17.7.3 17.8.3 20	G4-EC3	- - -	COP 15 COP 16
Economic performance	EC4	Financial assistance received from government	■	RD	393	20	G4-EC4	- - -	COP 15 COP 16
Market presence	EC5	Level of standard entry level wage by gender compared to local legal minimum wage	▢	N.C.			G4-EC5	I.1.a.3.1	COP 15 COP 16
Market presence	EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	▢	CSR CSR CSR RD RD	42 110 114 134 98 505	5.4.7.4 Appendix 3	G4-EC9	I.1.a.2.1 I.3.a.2	COP 15 COP 16
Market presence	EC7	Local recruitment procedures and the proportion of senior management hired from the local community at significant locations of operations	▢	CSR CSR RD	22 104 505	Appendix 3	G4-EC6	I.1.a.2.1 I.3.a.2	COP 15 COP 16







			GRI 3.1 REFERENCE GUIDE				GRI CROSS-REFERENCE TABLE		
AREA	GRI number	Description	Scope	Document	Pages	Chapter	G4	Grenelle II	Global Compact
Indirect economic impacts	EC8	Development and impact of infrastructure investments and services, principally public, delivered via a commercial, in-kind or pro bono engagement	■	RD RD	414 82-89	20 Note 22 5.3.2	G4-EC7	I.3.a I.3.b.2	COP 15 COP 16
Indirect economic impacts	EC9	Organisation's understanding and describing significant indirect economic impacts of its activity	■	CSR RD	75 99-101	5.4.8	G4-EC8	I.3.a.2	COP 15 COP 16
ENVIRONMENTAL									
Environmental	DMA EN	Environmental	■	CSR RD RD	92-102 95-97 500-503	5.4.6 Appendix 3	G4-DMA	- - -	COP 9
Aspect: Materials	EN1	Materials used by weight or volume	■	CSR RD RD	101 97 501-502	5.4.6.5 Appendix 3	G4-EN1	I.2.c.2	COP 11
Aspect: Materials	EN2	Percentage of materials used that are recycled input materials	■	CSR CSR RD RD	53 101 97 501-502	5.4.6.5 Appendix 3	G4-EN2	I.2.c.2	COP 11
Energy	EN3	Direct energy consumption by primary energy source	▢	CSR RD	97-98 502	Appendix 3	G4-EN3	I.2.c.3	COP 11
Energy	EN4	Indirect energy consumption by primary source	▢	CSR RD	97-98 502	Appendix 3	G4-EN3_5	I.2.c.3	COP 11
Energy	EN5	Energy saved due to conservation and efficiency improvements	▢	N.A.			G4-EN6	- - -	COP 11
Energy	EN6	Initiatives to provide energy-efficient or renewable energy based products and services	■	CSR CSR RD RD RD	40-41 52-54 28 100 101	5.1.1.5.1 5.4.8.2.2 5.4.8.4_5.4.8.5	G4-EN7	I.2.c.3	COP 10
Energy	EN7	Initiatives to reduce indirect energy consumption and reductions achieved	▢	N.A.			G4-EN6	I.2.c.3	COP 11
Water	EN8	Total water withdrawal by source	■	CSR RD	100 502	Appendix 3	G4-EN8	I.2.c.1	COP 11
Water	EN9	Water sources significantly affected by withdrawal of water	▢	N.A.			G4-EN9	I.2.c.1	COP 11
Water	EN10	Percentage and total volume of water recycled and reused	N.R.	N.R.			G4-EN10	I.2.b.1	COP 11
Biodiversity	EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	▢	N.A.			G4-EN11	II.2.c.4 I.2.e.1	COP 10
Biodiversity	EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	▢	N.A.			G4-EN12	I.2.e.1	COP 9
Biodiversity	EN13	Habitats protected or restored (in hectares)	■	CSR	102		G4-EN13	I.2.e.1	COP 9

			GRI 3.1 REFERENCE GUIDE				GRI CROSS-REFERENCE TABLE		
AREA	GRI number	Description	Scope	Document	Pages	Chapter	G4	Grenelle II	Global Compact
Biodiversity	EN14	Strategies, current actions, and future plans for managing impacts on biodiversity		CSR RD RD	102-97-503	5.4.6.5 Appendix 3	G4-DMA	- - -	COP 9
Biodiversity	EN15	Total number of IUCN Red List species and national conservation lists with their habitat (in hectares)		N.A.			G4-EN14	I.2.e.1	COP 11
Emissions, effluents and waste	EN16	Total direct greenhouse gas emissions by weight (MtCO ₂)		CSR RD RD	92-93-95-96-502-503	5.4.6.2 Appendix 3	G4-EN15_16	I.2.d.1	COP 11
Emissions, effluents and waste	EN17	Other relevant indirect greenhouse gas emissions by weight (MtCO ₂)		CSR RD RD	92-93-95-96-502-503	5.4.6.2 Appendix 3	G4-EN17_18	I.2.d.1	COP 11
Emissions, effluents and waste	EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved		CSR RD RD	92-97-95-96-502-503	5.4.6.2 5.4.6.4 Appendix 3	G4-EN19	I.2.d.1	COP 9 COP 11
Emissions, effluents and waste	EN19	Emissions of ozone-depleting substances (by weight)		N.A.			G4-EN20	I.2.b.1	COP 11
Emissions, effluents and waste	EN20	NO _x , SO _x and other significant air emissions by type and by weight		N.A.			G4-EN21	I.2.b.1	COP 11
Emissions, effluents and waste	EN21	Total water discharge by quality and destination	N.R.	N.A.			G4-EN22	I.2.b.1	COP 11
Emissions, effluents and waste	EN22	Total weight of waste by type and disposal method		CSR RD	99-501	Appendix 3	G4-EN23	I.2.b.2	COP 11
Emissions, effluents and waste	EN23	Total number and volume of significant spills	N.R.	N.R.			G4-EN24	I.2.b	COP 11
Emissions, effluents and waste	EN24	Weight of transported, imported, exported, or treated waste deemed hazardous (kg or t)	N.R.	N.R.			G4-EN25	I.2.b.2	COP 11
Emissions, effluents and waste	EN25	Identity, size, protected status, and biodiversity value of aquatic species and their habitats	N.R.	N.R.			G4-EN26	I.2.b.1 I.2.e.1	COP 11
Products and services	EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation		CSR RD RD	94-97-95-96-501-503	5.4.6.2 Appendix 3	G4-EN27	II.3.d.2	COP 9 COP 10
Products and services	EN27	Percentage of products sold and their packaging materials that are reclaimed by category		N.A.			G4-EN28	I.2.b.2	COP 11
Compliance	EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations		RD	500	Appendix 3	G4-EN29	- - -	COP 11

			GRI 3.1 REFERENCE GUIDE				GRI CROSS-REFERENCE TABLE		
AREA	GRI number	Description	Scope	Document	Pages	Chapter	G4	Grenelle II	Global Compact
Transport	EN29	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce		CSR RD RD	94-97 95-96 501-503	5.4.6.2 Appendix 3	G4-EN30	I.2.a.3	COP 11
Overall	EN30	Total environmental protection expenditure and investments by type		N.A.			G4-EN31	I.2.a.3	COP 11
EMPLOYMENT									
Employment, labour practices and decent work	DMA LA	Employment, labour practices and decent work		CSR CSR RD RD RD RD RD	62 76-83 210-211 218-219 223-225 495-497	17.2 17.5 17.8.2 Appendix 3	G4-DMA	- - -	COP 6 to COP 8
Employment	LA1	Total workforce by employment type, employment contract and region		CSR CSR RD RD RD	13 63-67 210 210-211	17.1 17.2	G4-10	I.1.a.1.2_4 I.1.a.2.1 I.1.a.2.2	COP 6 to COP 8
Employment	LA2	Total number and percent of employee turnover by age group, gender and region		CSR RD	64 210-211	17.2	G4-LA1	I.1.a.1.2_4 I.1.a.2.1 I.1.a.2.2	COP 6 to COP 8
Employment	LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees		N.A.			G4-LA2	- - -	COP 6 to COP 8
Labour/Management relations	LA4	Percentage of employees covered by collective bargaining agreements		CSR RD	76-78 223-225	3.2.2.5 7.8.2	G4-11	I.1.e.1	COP 6 to COP 8
Labour/Management relations	LA5	Minimum notice period(s) regarding operational changes, including whether it (these) is (are) specified in collective agreements		N.A.			G4-LA4	I.1.c.1	COP 6 to COP 8
Labour/Management relations	LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs		CSR RD	76-78 223	17.8.2.1	G4-LA5	I.1.d.1	COP 6 to COP 8
Occupational health and safety	LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender		CSR RD RD	81 229 498	17.10.3 Appendix 3	G4-LA6	II.1.d.3 II.1.d.4	COP 6 to COP 8
Occupational health and safety	LA8	Education, training, counselling, prevention and risk-control programmes in place to assist workforce members, their families, or community members in case of serious sickness		CSR	70		G4-LA7	II.1.d.	COP 6 to COP 8
Occupational health and safety	LA9	Health and safety topics covered in formal agreements with trade unions		CSR RD	80 218-219	17.5	G4-LA8	I.1.d.2	COP 6 to COP 8

			GRI 3.1 REFERENCE GUIDE				GRI CROSS-REFERENCE TABLE		
AREA	GRI number	Description	Scope	Document	Pages	Chapter	G4	Grenelle II	Global Compact
Training and education	LA10	Average hours of training per year per employee by gender, and by employee category		CSR RD	88 499	Appendix 3	G4-LA9	I.1.e.2	COP 6 to COP 8
Training and education	LA11	Programmes for skills management and life-long learning that support the continued employability of employees and assist them in managing career ending		CSR RD	84-90 213-214	17.3.2	G4-LA11	I.1.e.1	COP 6 to COP 8
Training and education	LA12	Percentage of employees receiving regular performance and career development reviews, by gender		RD RD	211 220	17.3 17.6	G4-LA11	I.1.e.1	COP 6 to COP 8
Diversity and equal opportunity	LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity		RD RD	182-188 447-448	14.1 Appendix 1 - 1.2.1	G4-LA12	I.1.a.1.2 I.1.a.1.3 I.1.a.1.4 I.1.f.1 I.1.f.2 I.1.f.3	COP 6 to COP 8
Equal remuneration for women and men	LA14	Ratio of basic salary and remuneration of women to men by employee category		RD	499	Appendix 3	G4-LA13_16	I.1.f.1 I.3.c.1 I.3.c.2	COP 6 to COP 8
Employment	LA15	Return to work and retention rates after parental leave, by gender		N.A.			G4-LA3	I.3.c.1 I.3.c.2	COP 6 to COP 8
SOCIAL – HUMAN RIGHTS									
Human rights	DMA HR	Human rights		CSR RD RD RD	63 90 94 506	5.4.1 5.4.5.1 Appendix 3	G4-DMA	- - -	COP 3 to COP 5
Investment and procurement practices	HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening		CSR RD	63 94	5.4.5.1	G4-HR1	II.3.e	COP 3 to COP 5
Investment and procurement practices	HR2	Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening, and actions taken		RD	98	5.4.7.4	G4-HR10	II.3.c.2	COP 3 to COP 5
Investment and procurement practices	HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained		CSR	75		G4-HR2	I.1.e.2 II.3.e	COP 3 to COP 5
Non-discrimination	HR4	Total number of incidents of discrimination and corrective actions taken		N.A.			G4-HR3	I.1.f.3 II.1.g.2	COP 3 to COP 5
Freedom of association and collective bargaining	HR5	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights		N.A.			G4-HR4	II.1.g.1	COP 3 to COP 5

			GRI 3.1 REFERENCE GUIDE				GRI CROSS-REFERENCE TABLE		
AREA	GRI number	Description	Scope	Document	Pages	Chapter	G4	Grenelle II	Global Compact
Prohibition of child labour	HR6	Operations and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour		N.A.			G4-HR5	II.1.g.4 I.3.c.1 II.3.c.2	COP 3 to COP 5
Abolition of forced or compulsory labour	HR7	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures taken to contribute to the elimination of all forms of forced or compulsory labour		N.A.			G4-HR6	II.1.g.3 I.3.c.1	COP 3 to COP 5
Security practices	HR8	Percentage of security personnel trained in the organisation's human rights policies or procedures that are relevant to operations	N.R.	N.R.			G4-HR7	II.3.e	COP 3 to COP 5
Security practices	HR9	Total number of incidents of violations involving rights of indigenous peoples and actions taken	N.R.	N.R.			G4-HR8	I.3.a.2 II.3.e	COP 3 to COP 5
Assessment	HR10	Total number and percentage of operations that have been subject to human rights reviews or impact assessments		N.A.			G4-HR9	I.3.c.1 II.3.c.2	COP 3 to COP 5
Human rights grievance mechanisms	HR11	Number of human rights grievances files, addressed and resolved		N.A.			G4-HR12	II.3.e	COP 3 to COP 5
SOCIETY									
Society	DMA S0	Society		CSR CSR RD	37-39 104-119 99	5.4.8.1	G4-DMA	- - -	COP 12 to COP 14
Local communities	S01	Percentage of operations with implemented local community engagement, impact assessments, and development programmes		CSR CSR RD	63-67 104 106-108 99	5.4.8.2.1	G4-S01	I.3.a.1 I.3.a.2	COP 12 to COP 14
Corruption	S02	Operations with significant potential or actual negative impacts on local communities		CSR	129		G4-S03	II.3.d.1	COP 12 to COP 14
Corruption	S03	Percentage of employees trained in organisation's anti-corruption policies and procedures		RD	92	5.4.3	G4-S04	II.3.d.1	COP 12 to COP 14
Corruption	S04	Actions taken in response to incidents of corruption	N.R.	N.R.			G4-S05	II.3.d.1	COP 12 to COP 14
Public policy	S05	Display of political affiliation, participating in training for public policy and lobbying		CSR RD	37-39 98	5.4.7.3	G4-DMA	- - -	COP 12 to COP 14
Public policy	S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions	N.R.	N.R.			G4-S06	- - -	COP 12 to COP 14
Anti-competitive behaviour	S07	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	N.R.	N.R.			G4-S07	- - -	COP 12 to COP 14

			GRI 3.1 REFERENCE GUIDE				GRI CROSS-REFERENCE TABLE		
AREA	GRI number	Description	Scope	Document	Pages	Chapter	G4	Grenelle II	Global Compact
Compliance	S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations		RD	130	9	G4-S08	- - -	COP 12 to COP 14
Local communities	S09	Operations with significant potential or actual negative impacts on local communities	N.R.	N.R.			G4-S02	I.3.a.2	COP 12 to COP 14
Local communities	S010	Preventive measures and mitigation efforts undertaken during operations with significant potential or actual negative impacts on local communities	N.R.	N.R.			G4-DMA		COP 12 to COP 14
SOCIETY - PRODUCTS									
SOCIETY - PRODUCTS	DMA PR	Product responsibility		CSR RD	52-53 93	5.4.4	G4-DMA	- - -	- - -
Consumer health and safety	PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures		RD RD	94 103	5.4.4.1.4 5.5.1.3	G4-PR1	II.3.d.2	- - -
Consumer health and safety	PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	N.R.	N.R.			G4-PR2	II.3.d.2	- - -
Product and service labelling	PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements		CSR RD	54 93	5.4.4.1.2	G4-PR3	II.3.d.2	- - -
Product and service labelling	PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	N.R.	N.R.			G4-PR4	II.3.d.2	- - -
Product and service labelling	PR5	Customer satisfaction survey procedures, including results of customer satisfaction surveys		CSR RD	58-62 102	5.5	G4-PR5	- - -	- - -
Communication, marketing	PR6	Programs to monitor compliance with laws, norms and voluntary codes related to marketing communications, including publicity, promotion and sponsoring		CSR	37		G4-PR6	II.3.d.2	- - -
Communication, marketing	PR7	Total number of incidents of non-compliance with regulations and internal voluntary codes concerning marketing communication, and their financial consequences	N.R.	N.R.			G4-PR7	II.3.d.2	- - -
Customer Privacy	PR8	Total number of incidents of non-compliance with regulations and internal voluntary codes concerning the respect of customer privacy	N.R.	N.R.			G4-PR8	II.3.d.2	- - -

			GRI 3.1 REFERENCE GUIDE				GRI CROSS-REFERENCE TABLE		
AREA	GRI number	Description	Scope	Document	Pages	Chapter	G4	Grenelle II	Global Compact
Compliance	PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	N.R.	N.R.			G4-PR9	II.3.d.2	- - -
LOGISTICS AND TRANSPORT									
	LT1	Number of boats controlled by the organisation, by flag of registration	N.R.	N.R.					
	LT2	Breakdown of the fleet	■	CSR RD	8 95	5.4.6.2			
	LT3	Description of policies and programmes to manage environmental impacts including: - initiatives to promote sustainable transport (eg., hybrid vehicles) - multimodal management - planning routes and itineraries	■	CSR CSR RD	52-53 94-97 95-96	5.4.6.2			
	LT4	Description of initiatives taken to use renewable energies or to improve energy efficiency	■	CSR RD RD	97-98 96 502	5.4.6.3 Appendix 3			
	LT5	Description of initiatives taken to reduce transport emissions in urban areas (alternative fuels, frequency of vehicle maintenance, eco-driving, etc.)	■	CSR RD RD	92-96 96 502	5.4.6.2 Appendix 3			
	LT6	Description of policies and programmes undertaken to manage the impact of traffic congestion (eg., distribution outside rush hour, new means of urban transport, percentage of distribution by alternative means, etc.)	■	CSR	94-96				
	LT7	Description of policies and programmes undertaken to manage or reduce noise	■	CSR	118				
	LT8	Description and measurement of the environmental impact of the major transport infrastructures controlled by the organisation (eg., trains) and the related buildings	□	N.A.					
	LT9	Description of policies and programmes that establish work and rest schedules, and the rest facilities for personnel driving or operating vehicle fleets	□	N.C.					
	LT10	Description of the arrangements to allow employees travelling for the company to maintain personal communications during their work hours	□	N.A.					
	LT11	Description of policies and programmes regarding dangerous or illegal substance abuse	□	N.C.					
	LT12	Number of traffic deaths (drivers or passengers) per million of kilometres driven	□	N.C.					

AREA	GRI 3.1 REFERENCE GUIDE					GRI CROSS-REFERENCE TABLE			
	GRI number	Description	Scope	Document	Pages	Chapter	G4	Grenelle II	Global Compact
	LT13	List of incidents during which ships were held by port inspectors, including the name and IMO identifier of the ship, the port where the ship was held, the reason and the duration (including dates) of retention	N.R.	N.R.					
	LT14	Description of public service policies and programmes promoting access to mail services (eg., distance to access a post office or a mail box)	<div></div>	CSR RD	48 93	5.4.4.1.3			
	LT15	Providing key logistics or transport competencies to assist local or global humanitarian needs, measured, by example, by the transport capacity in tonnes, people per month, committed expenses, committed value assessed at market value, and equitable participation in the prevention and response to natural disasters	<div></div>	RD	94	5.4.5.1			
	LT16	Selection criteria for recruitment and employment services Indicate how these criteria relate to existing international standards, such as those of the ILO	<div></div>	CSR RD	63-67 210-211	17.2			
	LT17	Description of measures taken to ensure secure income and continued employment for employees who are on repeated, but discontinuous, contracts	<div></div>	RD	210-211	17.2			

Classification of required disclosures under Article 225 of the Grenelle II law

- PG1 The published information is presented to allow a comparison of data (law dated 12 July 2010). The report from the Board of Directors or the Supervisory Board “presents data during the fiscal year ended, or when appropriate, during the previous fiscal year, in order to allow a comparison between these data” (decree dated 24 April 2012).
- PG2 The report indicates when it is not possible to produce such information listed in the decree, or when it does not seem relevant to do so due to the nature of the organisation or its activities, by providing all pertinent explanations (decree dated 24 April 2012).
- PG3 When a company voluntarily complies with a national or international reference guide for environmental and social performance, the report can mention it and indicate which recommendations of this guide were followed, and how the guide was consulted (decree dated 24 April 2012).
- PG4 When the company closes its consolidated accounts, the information furnished is also consolidated and covers the company itself as well as all its subsidiaries or the companies that it controls (law dated 12 July 2010).
- PG5 The environmental and social information provided or which should be provided in accordance with law and regulations is certified by an independent third party, (etc.). This certification leads to an opinion which is delivered to the shareholders’ or associates’ meeting at the same time as the report from the Board of Directors or the Supervisory Board (law dated 12 July 2010).
- PG6 The independent third party is designated for a period that can not exceed six years. It is subject to the conflicts of interests foreseen in article L. 882-11 of the Code of Commerce (prohibiting audit firms from providing consulting services to the 7 companies whose consolidated accounts they certify or to their subsidiaries) (decree of 24 April 2012).
- PG7 The independent third party must include in its report:
- a) a certificate testifying to the presence of all the information intended by the decree, highlighting when appropriate, omitted information without any explanation;
 - b) a substantiated opinion concerning:
 - the sincerity of the information included in the management report,
 - the explanations, when appropriate, relating to the absence of certain information;
 - c) the diligent methods employed to conduct the certification mission (decree of 24 April 2012).

I.1	SOCIAL INFORMATION
I.1.a	Employment
I.1.a.1	Total workforce and breakdown of employees by gender, age and geographic zone
I.1.a.1.1	Total workforce
I.1.a.1.2	Breakdown of employees by gender
I.1.a.1.3	Breakdown of employees by age
I.1.a.1.4	Breakdown of employees by geographic zone
I.1.a.2	New hires and redundancies
I.1.a.2.1	New hires
I.1.a.2.2	Redundancies
I.1.a.3	Remuneration and its evolution
I.1.a.3.1	Remuneration
I.1.a.3.2	Evolution of remuneration
I.1.b	Organisation of work
I.1.b.1	Organisation of working hours
II.1.b.2	Absenteeism
I.1.c	Employer-employee relations
I.1.c.1	Organisation of employer-employee dialogue, in particular the procedures for informing and consulting the personnel and negotiation with them
I.1.c.2	The outcome of collective agreements
I.1.d	Health and safety
I.1.d.1	Occupational health and safety in the workplace
I.1.d.2	The outcome of the agreements signed with labour unions or other representatives of the personnel concerning health and safety in the workplace
II.1.d.3	Workplace accidents, in particular their frequency and their severity
II.1.d.4	Occupational diseases
I.1.e	Training
I.1.e.1	Policies put in place for training
I.1.e.2	Total number of training hours
I.1.f	Equal treatment
I.1.f.1	Measures taken promoting equality between women and men
I.1.f.2	Measures taken promoting employment and inclusion of disabled people
I.1.f.3	Anti-discrimination policy
II.1.g	Promotion and adherence to stipulations in the International Labour Organisation's fundamental agreements
II.1.g.1	Respect of freedom of association and the right to collective negotiation
II.1.g.2	Elimination of employment and professional discrimination
II.1.g.3	Elimination of forced or compulsory labour
II.1.g.4	Prohibition of child labour
I.2	ENVIRONMENTAL INFORMATION
I.2.a	General environmental policy
I.2.a.1	Organisation of the company to take into account environmental issues and, when appropriate, evaluation or certification processes concerning the environment
I.2.a.2	Training and informing employees about actions to protect the environment
I.2.a.3	Resources dedicated to preventing environmental risks and pollution
II.2.a.4	Amounts set aside and guarantees taken against environmental risks, but only if this information would not harm the company currently engaged in a lawsuit
I.2.b	Pollution and waste management
I.2.b.1	Measures taken to prevent, reduce or repair discharges into the air, water or the soil seriously impacting the environment
I.2.b.2	Measures taken to prevent, recycle or eliminate waste
I.2.b.3	Efforts taken to reduce noise and all other forms of pollution specific to an activity
I.2.c	Sustainable resource use
I.2.c.1	Water consumption and sourcing of water considering local restrictions
I.2.c.2	Consumption of raw materials and measures taken to improve their efficient use
II.2.C.4	Land use
I.2.c.3	Energy consumption, measures taken to improve energy efficiency and to adopt renewable energy sources
I.2.d	Climate change
I.2.d.1	Greenhouse gas emissions
II.2.d.2	Adaptation to the consequences of climate change
I.2.e	Protection of biodiversity
I.2.e.1	Measures taken to preserve or to develop biodiversity
I.3	INFORMATION PERTAINING TO CORPORATE COMMITMENTS IN FAVOUR OF SUSTAINABLE DEVELOPMENT
I.3.a	Community, economic, and social impact from the company's business activities
I.3.a.1	Community, economic, and social impact from the company's business activities with respect to employment and regional development
I.3.a.2	Community, economic, and social impact from the company's business activities on local residents
I.3.b	Relations maintained with people or organisations interested in the company's business activities, notably the integration organisations, teaching institutions, environmental defence organisations, consumer associations, and local residents
I.3.b.1	Conditions promoting dialogue with these people or organisations
I.3.b.2	Partnership or sponsorship initiatives
I.3.c	Outsourcing and suppliers
I.3.c.1	Efforts taken to integrate social and environmental issues into procurement policy
II.3.c.2	The importance of outsourcing and the consideration of social and environmental responsibility in its relationships with suppliers and sub-contractors
II.3.d	Fair treatment
II.3.d.1	Actions taken to prevent corruption
II.3.d.2	Measures taken in favour of consumer health and safety
II.3.e	Other actions committed in favour of human rights

APPENDIX 4

2013 communication on progress

Advanced Level

THE CHAIRMAN'S RENEWED COMMITMENT



When it signed the United Nations' Global Compact in February 2003, Le Groupe La Poste recognised that its active engagement is essential to achieving progress towards the United Nations' Millenium Development Goals and other objectives.

In its appendix 4, the latest edition of the Group's CSR report includes a short six-page version of the 2014 Communication on Progress that presents the recent efforts and progress made toward achieving the 21 "advanced level" criteria of sustainable development. The full 23-page version of the 2014 Communication on Progress is available on Le Groupe La Poste's website.

In the letter that accompanies this 2014 Communication on Progress, Le Groupe La Poste's chairman, Mr Philippe Wahl, has renewed his commitment to the Millenium Development Goals. This letter is available on the Group's website at <http://legroupe.laposte.fr/Profil/Les-publications-institutionnelles/2013>.

PROFILE

A major services group, Le Groupe La Poste currently ranks among the top 25 French companies by annual revenue. The Group is also one of France's largest employers, right after the French government. It is also a major force in local and regional economic development, a role that was strengthened in 2012 when La Banque Postale began lending to municipalities and other local government entities. Lastly, through its long history in France, La Poste has forged close links with communities and proven its unshakable commitment to their daily preoccupations, hopes and dreams.

The French government has given Le Groupe La Poste four public service missions:

- Universal postal service;
- Newspaper and magazine transport and delivery;
- Economic and social development;
- Facilitating access to banking services.

REFERENCE: CSR Report, pages 1 to 7

REFERENCE DOCUMENTS

Le Groupe La Poste key investor documents



CSR = the 2013 CSR Report
<http://legroupe.laposte.fr/Profil/Les-publications-institutionnelles/2013>



RD = the 2013 Registration Document
[http://legroupe.laposte.fr/Finance/Publications/\(annee\)/2013](http://legroupe.laposte.fr/Finance/Publications/(annee)/2013)

For the second year, the 2013 CSR Report and Essential CSR Report for the Group's activities included a table that matches reporting criteria to those of the version 3.1 Global Reporting Initiative (GRI), and with the Grenelle II article 225 criteria, and the GRI-G4 and the UN Global Compact indicators.

REFERENCE: CSR Report, appendix 3, page 162

EXTERNAL AUDITING

Progress	Reference
<p>The Group's external auditors performed the following three audits in 2013:</p> <ul style="list-style-type: none"> – auditing of the Management Report indicators to obtain an opinion of "moderate assurance". This opinion came however with two qualifications: one involving training certificates and the other the reporting of real-estate activity; – for the first time, offset carbon emissions were audited to obtain two opinions of "reasonable assurance"; one for Mail and one for ColiPoste. These reports also came with a qualification on the reporting of real estate activity; – in the second half of the year, reporting for 2013 involved preparatory work in order to meet the deadline for the Management Report, despite stricter regulatory obligations. On 21 February 2014, the external auditors issued an unqualified opinion of moderate assurance on the 2013 Management Report. 	<p>CSR P41-42</p>

PROGRESS AND RESULTS OVER THE YEAR

Criterion 1: Mainstreaming into corporate functions and business units

Progress	Reference
The Board of Directors has set up four special committees, one of which is the Quality and Sustainable Development Committee formed in 2004 and initially named the Customer Quality Committee before being renamed in 2007. The Group's CSR Department heads a CSR committee whose members represent each division of La Poste and the Group's subsidiary holding companies. This committee monitors the implementation of action plans throughout the Group and ensures that the Group's functional processes address CSR concerns. The Group has set up a management system based on the priorities set forth by the Executive Committee on 1 October 2012. This system complies with the ISO 26000 and GRI standards and aims at continuous improvement.	CSR P122-23

Criterion 2: Value chain implementation

Progress	Reference
La Poste encourages its suppliers and contractors to commit to social and environmental responsibility obligations under a Commitment Charter. The Group uses CSR criteria to select between suppliers with otherwise comparable products or services. When a purchase involves a large expenditure or has substantial economic and/or social consequences, the Group meets with potential suppliers to discuss such things as mutual compliance with contractual terms, working conditions and CSR expectations and progress. The goal is to establish a long-term dialogue and identify areas where everyone can improve.	CSR P110 CSR P133

Criterion 3: Robust commitments, strategies or policies in the area of human rights

Progress	Reference
All Group companies have policies and practices that promote equal opportunity, respect for human rights and freedom of association, and prevent discrimination, child labour and compulsory labour, in accordance with the principles of the International Labour Organisation. The Reference Guide to Ethics and Professional Conduct, on which work began in December 2011, was distributed in 2013. This guide may be downloaded by employees from the La Poste's Ethics and Professional Conduct intranet site (in French and English) and by external stakeholders on Le Groupe La Poste's corporate website.	CSR P63

Criterion 4: Effective management systems to integrate human rights principles

Progress	Reference
The Group's companies are progressively developing policies and practices that defend and promote human rights. They are an integral part of the Group's CSR guidelines and are reviewed during the biennial assessment, which began in 2012. The completion, in 2012, of the "Major Dialogue", in which over 125,000 La Poste employees participated, resulted in the recommendation of eight transformation projects in the areas of employer-employee dialogue, work organisation, change management, occupational health and safety, the employment model, human resources management, employment and skills development planning and redeployment. La Poste has also undertaken comprehensive labour-management negotiations that culminated in the signing of the Quality of Life at Work Agreement, on 22 January 2013. La Poste, Mediapost and La Banque Postale have signed the Diversity Charter, respectively in 2006, 2010 and 2013. La Poste has signed the Business and Disadvantaged Communities Charter for 2013 and 2014, and its chairman made a commitment, in late 2010, to observe the recommendations of the United Nations Global Compact to promote gender equality (the Women's Empowerment Principles – Equality Means Business).	CSR P63 RD 5.4.5.1 P94 RD Appendix 3 P506

Criterion 5: Effective monitoring and evaluation mechanisms of human rights integration

Progress	Reference
<p>Efforts to ensure compliance with human rights are mainly focused on preventing discrimination and ensuring quality of employment, equal opportunity and well-being in the workplace, by reducing occupational accidents and illnesses, musculo-skeletal diseases and psychosocial risks. In April 2011, the Group's Executive Committee adopted an ethics management system that includes a Reference Guide to Ethics and Professional Conduct and an Ethics Committee that is chaired by the Group's General Representative and staffed by the Group's compliance officers as well as the corporate function heads. The Ethics Committee met twice in 2013 to monitor progress in the system's deployment.</p> <p>CSR criteria have also been included in the Group's management control and risk management system. Legal guidelines for CSR have been prepared and CSR questions have been added to the annual self-assessment table.</p>	<p>CSR P28 AND 29 CSR P63 CSR P42 CSR P123 CSR P128 AND 129 RD 5.4.5.1 P94 RD Appendix 3 P506</p>

Criterion 6: Robust commitments, strategies or policies in the area of labour

Progress	Reference
<p>The role of the Group's Human Resources Department is to set forth human resources principles and policies for the entire Group and ensure that they are observed along with the various rules and agreements that apply to all personnel, in accordance with Le Groupe La Poste's strategy and values, which will be deployed in all business areas and support activities.</p> <p>The Group's Human Resources Department prepares and oversees the main strategic guidelines and policies in the various areas of human resources, including employment policy, career development, skills development, training, wage policy, employee social benefits and employee relations, governance of the HR information system, work organisation and occupational health and safety.</p> <p>To assist them with HR issues managers can consult Memoscope, an in-house system that provides a summary of all HR-related rules and regulations.</p>	<p>CSR P63 CSR P67 CSR P71 CSR P76 CSR P77 RD 2.5.2 P473</p>

Criterion 7: Effective management systems to integrate labour principles

Progress	Reference
<p>The Group's Human Resources Department monitors and oversees the implementation of policies in all business areas and support activities. It sets forth the rules and prepares the tools and procedures to be used by all Business Lines and is responsible for HR reporting. The Quality of Life in the Workplace Agreement, signed in 2013, has resulted in various concrete measures and has enabled La Poste to continue and intensify various actions and in particular those serving to prevent or reduce work accidents, psychosocial risks and physical hardship. A report on all actions conducted in 2013 was presented to the National Occupational Health and Safety Committee on 4 December 2013.</p> <p>The Central Purchasing Department has an internal control procedure for all purchases made for functional and support entities and also for the entire Group when its buyers prepare contracts for Group-wide purchases.</p>	<p>CSR P63 CSR P67 CSR P71 CSR P76 CSR P77 RD 2.5.7 P479</p>

Criterion 8: Effective monitoring and evaluation mechanisms of labour principles integration

Progress	Reference
With respect to its employees, La Poste's ambition is not only to observe human rights in every community it serves, but also to improve their quality of life through a greater awareness of their personal situation and of their desire to play a more active role in their company. In addition to the "Human Resources" action plans and commitments of the labour-management agreement to be negotiated in 2014, the Group will propose that its employees engage with it in community initiatives and will also provide assistance to La Poste employees who are in hardship. The three companies involved in this initiative (La Poste, La Banque Postale and Mediapost SAS) account for 87% of the full-time workforce. HR indicators are prepared using the methodology employed to prepare the annual HR report. The Registration Document provides a summary of HR information and indicators in section 17.10.	RD Appendix 3 P504 RD 17.6.1 P220 RD 17.10 P227 RD Appendix 3 P494

Criterion 9: Robust commitments, strategies or policies in the area of environmental stewardship

Progress	Reference
To reduce its impact on the environment the Group concentrates its efforts on two objectives. The first is to prevent global warming, by lowering its direct greenhouse gas emissions (and those caused indirectly by power consumption and heating systems) by 20% over the seven years from 2013 to 2020. The second is to optimise the management of the resources it needs for its activities and of the waste these activities generate, in keeping with "circular economy" principles.	CSR P92

Criterion 10: Effective management systems to integrate the environmental principles

Progress	Reference
To reduce the environmental impact of its vehicle fleet Le Groupe La Poste is replacing thermal-combustion with electric vehicles and using more environment-friendly means of transport. Poste Immo is working hard to reduce the energy consumption and CO ₂ emissions of the 11,847 buildings it manages. In late October 2013, Poste Immo signed the Energy Efficiency Charter for Public and Private Service-sector Buildings. The Group's various entities are encouraged to use, for their own needs, paper that is environmentally responsible, i.e. is recycled, eco-labelled or obtained from sustainably managed forests. The Group is progressively deploying action plans for sorting, processing and recycling waste paper.	CSR P92 CSR P98

Criterion 11: Effective monitoring and evaluation mechanisms for environmental stewardship

Progress	Reference
To comply with changing legal and regulatory requirements (particularly those arising from the Grenelle Environment Forum), Le Groupe La Poste continuously monitors and assesses all obligations that may impact its operations. Since these obligations may apply to customers, communities or regions that the Group serves it must adapt its operations accordingly. This is why the Group has provided its CSR function with legal guidelines on its environmental obligations.	CSR P92 RD 5.4.5.1 P94 RD Appendix 3 P494 and 500

Criterion 12: Robust commitments, strategies or policies in the area of anti-corruption

Progress	Reference
In April 2011, the Group's Executive Committee approved the implementation of an ethics management system, which among other things defines the various types of corruption. This system has been deployed in the Group's subsidiaries and translated in English when necessary. A special effort was made in the area of anti-corruption in 2013, with the issuing of an awareness document and a trial programme of anti-corruption training for managers. GeoPost's Legal department is responsible for reporting compliance information, particularly with respect to anti-money-laundering and anti-corruption regulations, and oversees the deployment of guidelines in these areas to its subsidiaries. Each subsidiary is responsible for observing these guidelines in compliance with local regulations. Since January 2008, Le Groupe La Poste has been encouraging its suppliers to comply with these principles by agreeing to observe the Responsible Purchasing Charter.	RD 5.4.7.4 P98 RD Appendix 1 P457, 465 and 468 RD Appendix 3 P506 CSR P129

Criterion 13: Effective management systems to integrate the anti-corruption principle

Progress	Reference
In April 2011, the Group's Executive Committee approved the implementation of an ethics management system, which includes a Reference Guide to Ethics and Professional Conduct, disseminated to all employees and available at all times on the Group's intranet site. Appended to La Poste's policies and procedures, this guide sets out in full the individual and collective rules of conduct to be followed. The system also includes an Ethics Committee chaired by the Group's General Representative and staffed by the Group's compliance officers and the heads of the Group's main entities, a network of ethics officers and a survey to measure ethical awareness and the extent to which employees understand and personally adhere to the Group's ethical standards.	CSR P128

Criterion 14: Effective monitoring and evaluation mechanisms for the integration of anti-corruption

Progress	Reference
The Group's first annual report on ethics, summarising the results of its ethics management system for the 2012 financial year, was presented to the Executive Committee and the Board of Directors. In 2013, the Group drew up its second annual report, under the title "Ethics and Professional Conduct", which was presented to the Executive Committee and the Board of Directors.	CSR P128

Criterion 15: Core business contributions to UN goals and issues

Progress	Reference
Le Groupe La Poste assumed the Presidency of the Sustainable Development Project Group at the Universal Postal Union, or UPU, the United Nations specialised agency for the postal sector, which represents 192 member countries. Le Groupe La Poste actively contributes to organising and leading seminars on all continents to make national post offices more aware of sustainable development issues and help them build an appropriate strategy. These seminars result in a sustainable development action plan for each participating national postal office. Since 2004, the Group has thus cofinanced and led ten seminars all over the world. In 2013, the Group provided sustainable development training to post offices in the Mediterranean area.	CSR P137

Criterion 16: Strategic social investments and philanthropy

Progress	Reference
With respect to society in general, the Group will pursue its actions to promote the development of socially-responsible services that contribute to employment and to the sustainable development of local communities, and which facilitate access to essential goods and services for people who are disadvantaged. The Group is committed to making it easier for customers who are disabled, poor, have difficulty reading or writing or are immigrants to benefit from its services by providing them with information that is easy to understand and readily accessible, personalised service and, if necessary, assistance using a service for the first time, such as applying for a loan.	CSR P55

Criterion 17: Advocacy and public policy engagement

Progress	Reference
By the very nature of its services, the Group plays a major role in local communities. The Group is actively involved in community, departmental and regional organisations and in determining the policy actions that will help shape their future, such as: Regional Climate, Air and Energy Plans; Climate Plans; Agenda 21 projects; urban development plans and local accessibility plans.	CSR P55 RD 3.4 P14

Criterion 18: Partnerships and collective action

Progress	Reference
The Group and its subsidiaries work with a variety of partners to provide access to essential goods and services (and especially employment, education and access to its own services through social mediation and interpretation) in order to prevent social exclusion and facilitate social integration. For example, postal workers volunteer their time to serve as coaches and mentors through such programmes as Our Neighbourhoods Have Got Talent (Nos quartiers ont des talents), Second Chance Schools (Écoles de la deuxième chance), IMS and the Prevent Exclusion Foundation (Fondation Agir Contre l'Exclusion).	CSR P102 CSR P115

Criterion 19: CEO commitment and leadership

Progress	Reference
The Group's parent company is managed by and under the responsibility of the Chairman of the Board of Directors, who also is the Chief Executive Officer. The Chairman and CEO is appointed by decree, from among the Board members proposed by the Board of Directors. During the Council of Ministers meeting on Wednesday 25 September 2013 and on the French government's proposal, Philippe Wahl was appointed Chairman and Chief Executive Officer of La Poste SA by the President of the French Republic.	CSR P15 CSR P123 CSR P124 RD 10.1.1.1 P136

Criterion 20: Board adoption and oversight

Progress	Reference
The Board of Directors has set up four specialised committees. The French government's representative and the Controller of La Poste's operations and finances attend each of these committee meetings. One of these committees is the Quality and Sustainable Development Committee, which was formed in 2004 and initially named the Customer Quality Committee before being renamed in 2007.	CSR P5 RD 1.3.3 P450 RD Appendix 3 P506

Criterion 21: Stakeholder engagement

Progress	Reference
In 2013, the Group decided to commit to a new strategic plan and to set up an organisation that would be appropriate for its development project. In addition to the Group's main shareholder, elected officials, consumers and employees participated in the preparation of this plan through their representatives on La Poste's Board of Directors and its specialised committees. The Board of Directors met three times in 2013 to prepare the Group's strategic project and then its 2014-2020 Strategic Plan, which is scheduled for launching in the first half of 2014. In addition to the work of the Board of Directors, these efforts were thus enriched by the various proposals made by the Group's 150,000 employees, union representatives, consumer organisations and elected officials consulted in 2013.	CSR P28

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APPENDIX 5

Reporting methodology and coverage of indicators

REPORTING ON RESPONSIBLE DEVELOPMENT

The Group's reporting on its responsible development efforts is based on a protocol for measuring and reporting each of the Group's responsible development indicators.

This protocol specifies guidelines for data collection, calculation methodologies and consolidation processes relating to indicators, the scope of each indicator, the checks to be carried out and the settings to be entered in the reporting application in use within the Group since 2009.

It is intended to be used by representatives from each business area, the support divisions and subsidiaries who contribute to reporting and serves as the Group's own reference framework for internal and external audits.

The main methodological principles and emission factors adopted for the protocol are based on national and international reference frameworks: GRI Version 3.1, ADEME's Bilan Carbone® V7 carbon footprint tool methodology or its "Guide des Facteurs d'Émission" V6.1 emission factor guide, the GHG Protocol and studies carried out by international organisations or by suppliers, where appropriate.

The indicators are published on an annual basis corresponding to the Group's financial year, itself equivalent to the calendar year. Accordingly, the Group's reporting for 2013 covers the period from January 1, 2013 to December 31, 2013.

In order to allow for their consolidation in time for the publication of the management report, some indicators are reported for a rolling twelve-month period, from December 1 of the previous year to November 30 of the year under review. In particular, this is the case for La Poste's internal fleet and energy consumption data.

The published results for 2013 involve an extension in the scope of reporting, which explains the increases in certain indicators: taking into account of stopovers for international transport of mail and parcels, more comprehensive coverage for subsidiaries in the Parcels & Express business area and for indicators relating to real estate.

Given the corresponding adjustments to reporting guidelines, it was not possible to calculate changes in these indicators between 2012 and 2013 on a like-for-like basis.

SCOPE OF REPORTING

For its responsible development indicators, Le Groupe La Poste divides its operations into four reporting segments.

Parent company: La Poste

La Poste includes mail, parcel and service network activities, together with those of cross-functional teams at corporate level and the support divisions. With respect to workforce-related and diversity performance

indicators, this reporting segment also includes most of La Banque Postale's staff considered as La Poste employees (88% in full-time equivalent terms).

La Banque Postale

La Banque Postale's own subsidiaries are not currently included in the scope of reporting, except for the socially responsible investment indicator (La Banque Postale Asset Management).

Mail and Digital subsidiaries

Mail and Digital subsidiaries are grouped within the Sofipost holding company. They include Mediapost, STP and Docapost, among others.

Parcels & Express subsidiaries

Parcels & Express subsidiaries are grouped within the GeoPost holding company (Chronopost, Exapaq, DPD, etc.). Almost all of the Group's international operations are included within this reporting segment.

Extent of coverage for indicators

The reporting scopes used in this report and the extent of coverage for each in relation to the Group's consolidated revenue (for fully-consolidated companies) and workforce are shown below:

REPORTING SCOPE	% OF CONSOLIDATED REVENUE	% OF GROUP'S FULL-TIME EQUIVALENT WORKFORCE
La Poste	50.4%	83.2%
La Poste, La Banque Postale, Mediapost SAS (scope of the 2013 management report)	74.4%	86.9%
Le Groupe La Poste, excl. Parcels & Express subsidiaries	77.4%	90.0%
Le Groupe La Poste in France	82.1%	91.7%

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Glossary

Accountability: With respect to an organisation, being answerable for decisions and activities to the organisation's governing bodies, to legal and regulatory authorities and to stakeholders in general (ISO 26000).

ADGCF: An association of presidents of French inter-municipal organisations.

AFEP-MEDEF: A French business confederation and association of private-sector companies.

AMF: An association of French mayors.

AMGVF: An association of mayors of large French cities.

AMRF: An association of French mayors from rural communities.

ANCI: La Poste's national network of communication and information agencies.

ANEM: A national association of elected officials from mountainous regions.

APVF: An association of smaller French cities and towns.

ARCEP: The regulatory authority for electronic and postal communications.

ARF: The association of French regions.

B2B: Business to Business.

B2C: Business to Consumer.

BBC: A French building energy-efficiency standard.

BREEAM: A method developed by the Building Research Establishment for evaluating a building's environmental performance.

CCAS: A community social action centre.

CDDEEP: A sustainable development club for public-sector companies and other entities.

CDPPT: Committee on departmental postal service

CEI: Call for expression of interest.

CEO: Chairman and Chief Executive Officer.

CFDT: Confédération française démocratique du travail, a French labour union.

CFTC: Confédération française des travailleurs, a French labour union.

CGC: Confédération générale des cadres, a French labour union for management personnel.

Consumer: An individual who purchases property, a product or a service for his or her own use (ISO 26000).

COP 21: The 2015 Paris Climate Change Conference.

CSR: Corporate social responsibility, which has been defined by the European Commission as "a concept whereby companies integrate, on a voluntary basis, social and environmental concerns in their business operations and in their interaction with their stakeholders".

Customer: Organisation or individual who purchases property, products or services for a commercial, private or public purpose (ISO 26000).

EFQM: The European Foundation for Quality Management.

Employee: An individual who is recognised as being in an "employment relationship" under national law or in actual practice (ISO 26000).

Environment: A natural environment with a functioning system that consists of air, water, soil, natural resources, flora, fauna, human beings, an external area and the interactions between these components (ISO 26000).

ESG: Environmental, social and corporate governance.

EWC: European Works Council.

FO: Force ouvrière, a French trade union.

Functional process: The various sub-functions and key positions that make up a major corporate function, such as sales and marketing, production, IT, human resources, purchasing and communication.

FVM: A federation of medium-size cities.

GHG: Greenhouse gas.

GPEC: Strategic workforce planning.

Green IT: Also known as "green computing"

or “green information technology”. The objective is to reduce the ecological, economic and social footprint of information and communication technology. This involves reducing the pollution and depletion of natural resources caused by the manufacturing and disposal of IT equipment, as well as the energy consumed during their useful life.

HQE: A French building standard that attests to high environmental quality.

HR: Human Resources.

ILO: The International Labour Organization.

INSEE: France’s national statistics office.

JAC: A La Poste Joint Administrative Committee.

LPSIC: The La Poste Strategy Information Committee.

MOU: Memorandum of Understanding.

OECD: The Organisation for Economic Co-operation and Development.

OFII: The French immigration and integration office.

OHSC: Occupational health and safety committee.

Organisation: An entity or group of people and facilities with clear objectives and defined responsibilities, levels of authority and relationships (ISO 26000).

Organisational governance: A system by which an organisation makes and enforces the decisions necessary to achieve its objectives (ISO 26000).

ORSE: An organisation that monitors corporate social responsibility.

Postal employees: All Le Groupe La Poste employees.

PRM: A person with reduced mobility.

Product: Something an organisation sells directly or includes in a service (ISO 26000).

Responsible communication: Communication that takes into account the consequences on the environment, human

resources and society of the content and means of communication. It involves the use of easily accessible and ecological means of communication, makes no unjustified claims regarding its environmental, human resources or social characteristics, and does not promote behaviour that could have an adverse impact on the quality of our Group’s industrial relations or environment. Responsible communication assesses its consequences and manages them accordingly.

Responsible growth: The manner in which Le Groupe La Poste intends to develop its business, which involves taking each component of corporate social responsibility into account.

Responsible management: An approach to management that engages managers far beyond the “bottom line”, and requires that they be accountable for trying to achieve the best balance between the economic, social and environmental consequences of their decisions. This involves complying with the Group’s values and being cooperative, innovative, attentive to the needs of all employees and supportive of gender equality.

Responsible marketing: Incorporates environmental, human resources and social concerns into marketing strategies and processes in order to progressively improve the environmental and social performance of the Group’s various products and services and promote responsible consumption as widely as possible.

Responsible purchasing: “Responsible purchases take social, environmental and economic responsibility concerns into account throughout the procurement process, in accordance with the principles of sustainable development, fair trade and optimum transparency” (source: AFNOR).

SBF 120: A stock-market index of the 120 largest companies on the Paris Bourse – ISIN code: FR0003999481, ticker: PX4.

Service: Something an organisation does to meet a demand or need (ISO 26000).

SME: A small or medium enterprise.

Social commitment: For Le Groupe La Poste this means the joint engagement of La Poste and its employees in solidarity initiatives that are an extension of La Poste's services and public service mission.

Social responsibility of organisations (ISO 26000): The responsibility of an organisation for the impacts of its decisions and activities (which include its products, services and processes) on society and the environment, and which entails transparent and ethical behaviour that contributes to sustainable development, health and the welfare of society, addresses the needs of stakeholders, complies with the law and is consistent with international norms of behaviour, is integrated throughout the organisation and observed in its relationships within the scope of the organisation's activities and sphere of influence.

Sphere of influence: The scope or extent of political, contractual, economic or other relationships through which an organisation may affect the decisions or activities of other organisations or individuals (ISO 26000).

SRI: Socially responsible investment.

Stakeholder: An individual or group that has an interest in the decisions or activities of an organisation (ISO 26000).

Sustainable development: "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (ISO 26000). It is an essential concept and objective for the entire planet.

Territory: A geographic area of any size, from a municipality to the entire planet.

UDAF: The Departmental Union of Family Associations.

UN: The United Nations.

UNSA: Union nationale des syndicats autonomes, a French labour union.

Value chain: The entire sequence of activities or participants in a process that/who provide or receive value in the form of products or services (ISO 26000).

Vulnerable group: A group of individuals who have one or more characteristics in common on the basis of which they are discriminated against and suffer adverse social, economic, cultural, political or health-related consequences, and which prevent them from asserting their rights or from taking advantage of opportunities to which they are legally entitled (ISO 26000).

WEEE: Waste Electrical and Electronic Equipment.

Worker: Someone who performs work, whether an employee or self-employed (ISO 26000).



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