

# 2014 CORPORATE SOCIAL RESPONSIBILITY REPORT



LE GROUPE LA POSTE



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This report has been written according to the sustainability guidelines of the Global Reporting Initiative 4 (GRI4). The symbol designates where specific GRI indicators can be found in the document.





For Le Groupe La Poste, responding to the challenges of tomorrow means thinking and acting differently today. It means increasing opportunities for sharing, exploring all the possibilities of collective intelligence, opting for a vision that is positive and open to innovation. It means supporting and accompanying initiatives that benefit everyone because they are built by the companies, communities and consumers who have made the conscious choice to do things differently. Between 2014 and 2020, Le Groupe La Poste has set itself the task of building tomorrow's postal

service provider. Its goal is to respond effectively to the changing requirements of millions of people while securing the Group's own future. Working closely with all its stakeholders, Le Groupe La Poste aims to simplify life for its customers, engaging with them and transforming itself to continually meet and exceed their expectations. At Le Groupe La Poste, we express our social and environmental responsibility through an ambition, which is to facilitate everyone's access to all types of services and to contribute to sustainable development.

**For Le Groupe La Poste,  
giving everyone  
the opportunity to  
participate helps us move  
forward together.**

**Philippe Wahl**

Chairman and Chief Executive Officer  
of Le Groupe La Poste



To reach this goal by 2020, the Group has embraced three major commitments:

- to lead the way by proposing responsible products and services that are useful and accessible to everyone, while reducing the external costs of the Group's business activities;
- to support regional and local economic development in the public interest, in order to create jobs, promote personal autonomy and social inclusion, and improve life for everyone;
- to take action in order to make the use of personal data in the digital realm more responsible and transparent, since it now plays a key role in our economy.

Thanks to its extensive networks and the dedication of its 260,000 employees, Le Groupe La Poste is working to offer new ways to consume, recycle, get from place to place, provide housing, attain a better quality of life.

The Group does this by helping to provide important information to the public, in partnership with local authorities. Through La Banque Postale, it supports the growth of local businesses and local economies. The Group also proposes solutions for the management of vehicle fleets and the transportation of personnel. It raises awareness about the benefits of recycling and is a leading player in urban logistics. And the Group is currently developing a specific code of conduct relating to the use and processing of personal data, as further demonstration of its commitment to the populations it serves. A year from now, this new pillar of the Group's corporate social responsibility programme will take its rightful place as a key element of its CSR report.

In France, we are all fully aware of the importance of the energy transition, and the Group is already taking action to combat climate change, including efforts to reduce greenhouse gas emissions.

Le Groupe La Poste is actively working within the Universal Postal Union to conceive and implement solutions that promote the energy transition and the circular economy in France and internationally, as illustrated by two of its priority projects – Energy Transition and Urban Logistics – with objectives shared across the Group.

Today, all products and services of the Group's Mail, Parcels and Digital Services businesses are carbon neutral. This proactive approach to prevent, reduce and offset carbon emissions is without additional cost to consumers. Each year, it results in the financing of projects to reduce CO<sub>2</sub> emissions, monitored and validated to meet the highest international standards.

By signing the United Nations Global Compact in February 2003, La Poste affirmed its active involvement in advancing UN objectives, in particular the Millennium Development Goals. In 2014, by renewing Le Groupe La Poste's participation in this initiative, I was proud to act as the ambassador for all Group employees, reaffirming our shared aim to advance its principles within our area of influence, to integrate them not only into the Group's strategy, but also into its culture and its attitudes. Therefore, I felt it was essential that we sign on as an official partner of the COP21 climate conference to be held in Paris later this year.

Le Groupe La Poste has published an annual corporate social responsibility report since 2004, as part of its ongoing commitment to keep its stakeholders informed and engaged.

I am particularly pleased to introduce this year's edition of our CSR report, which presents the actions we have undertaken and the progress we have achieved.

For Le Groupe La Poste, giving everyone the opportunity to participate helps us move forward together.

These values, principles and objectives are the foundation of our commitment.



## La Poste continues implementation of its Labour-Management Agreement "Le Pacte social", the human resources component of its strategic plan

The Labour-Management Agreement is composed of four commitments to enable each employee to engage in and benefit more fully in La Poste's transformation:

- training, to adapt to changes in service requirements and to the needs of employees;
  - career development, to inform employees about their future career prospects, encourage mobility and support redeployment efforts more effectively;
  - occupational safety, health and quality of life, to ensure a safer environment and address age-related issues more effectively;
  - management training and development of HR activities and skills.
- .....

### **MEDIAPOST RECOGNISED FOR ITS PRINT SOLIDAIRE OFFERING**

Since the beginning of 2014, Mediapost has offered its customers an eco-friendly printing service.

Print Solidaire includes in particular:

- a guide to companies that follow environmentally friendly practices;
- paper that is either recycled or comes from forests that are managed sustainably;
- printing as close as possible to the delivery point and consolidating order flows;
- carbon offsetting that renders the service carbon neutral.

On 17 March 2014, the magazine *Décisions-Achats* awarded Mediapost a bronze trophy for the Print Solidaire service offering in the "Eco-responsible Purchasing" category.



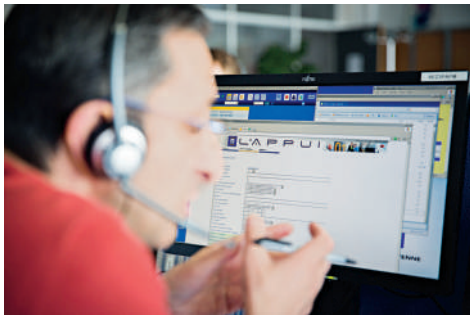
### **Improved access: diversification of the delivery channel**

With Predict, the addressee now has the option to choose a delivery time. This service alerts customers by text message and/or by e-mail, and the addressee has the option to reschedule delivery on another day and to choose a specific time frame during a particular day. Predict is now available in 18 countries in Europe, not only for domestic but also for international shipments in most countries. The delivery timeframe varies from one to six hours depending on the country. With the goal of improved customer service in mind, Pickup Services now has more than 16,000 points of contact in Europe, including 7,000 in France.

### **VIAPOST OBTAINS THE STATUS OF "ENGAGED SUBSIDIARY" FROM AFNOR/EFQM**

The efforts pursued by Viapost Services in the area of CSR were crowned with success at the end of 2014. AFNOR/EFQM awarded the company the status of "Engaged subsidiary", recognising its compliance with the guidelines of ISO 26000 as well as the Responsible Mail Management System (SMR-C) developed by the Group. This recognition covers all CSR aspects, and in particular work conditions, occupational health and safety, non-discrimination, human capital development, customer service, sustainable consumption, responsible value chain management as well as climate change adaptation and mitigation.





## LA BANQUE POSTALE REWARDED FOR “L’APPUI”, ITS INITIATIVE TO REDUCE FINANCIAL VULNERABILITY

The French president has selected “L’Appui”, an initiative launched by La Banque Postale, as one of the projects to receive the “La France s’engage” (France commits) label. The “L’Appui” telephone platform, which provides banking and budgeting guidance to help people avoid financial vulnerability, has now completed its implementation. In 2014, the platform was rolled out to all of the bank’s Financial Centres, to more than 100 post offices in the Greater Paris and Rhône-Alpes regions opting to take part in this initiative, at La Banque Postale Financement, to the office of the La Poste Ombudsman, to the claims departments as well as to partner charitable organisations.

## New multimodal transport facility opens at Port Autonome de Bonneuil (Paris region)

The new multipurpose, multimodal transport facility located in the Autonomous Port of Bonneuil in Val-de-Marne (Paris region) will treat both mail and merchandise flows. It will optimise the transport activities of La Poste and develop new value added activities for its customers while reducing its CO<sub>2</sub> emissions. Covering 40,000 sq. metres, this facility will contain warehouses with 50 docking stations and 21,000 sq. metres of office space. Certified to high environmental quality under the HQE standard, these buildings will improve the working conditions of postal employees and limit environmental impacts, in particular greenhouse gas emissions.

## Launch of the Alliance dynamique

On 14 October 2014, Le Groupe La Poste signed a charter with nearly 40 leading actors in the social and solidarity economy. By signing this document, the Group has committed to five major areas of cooperation: shared spaces, banking services, human resources, the energy transition, and procurement.



## THE NEW, MORE VISIBLE **ECOVEO** MARKING PROMOTES THE CARBON NEUTRALITY OF THE GROUP’S PRODUCTS AND SERVICES

Since 2012, Le Groupe La Poste has worked to ensure the carbon neutrality of all its Mail, Parcels, Express and Digital Services offerings, without additional charge to its customers. The free Ecoveo marking offers the Group’s business clients a way to make their own customers aware of their contribution to efficient business practices and environmental responsibility. Now in a more visible format, the new marking conveys its unique message more widely across the offerings of the Mail, Parcels and Digital Services businesses (adapted and customised for use by Docapost, Viapost and Mediapost).





# 1 / OVERVIEW OF LE GROUPE LA POSTE

**p. 9 /** A leading multi-business services group ↪ G4-3, G4-7, G4-9

**p. 13 /** A market-oriented, customer-focused organisation ↪ G4-4, G4-8

**p. 14 /** Global expansion from a solid European base ↪ G4-5, G4-6

## **A LEADING MULTI-BUSINESS SERVICES GROUP,**

Le Groupe La Poste is one of France's largest employers after the French government. It has long been a major contributor to social and economic well-being, particularly in France.

Le Groupe La Poste adds value to the daily lives of all its customers, always remaining close to their concerns, and takes pride in serving and supporting communities.

Four public service missions attributed to Le Groupe La Poste by the French state are central to the Group's identity and frame its strategy. Apart from its key role as France's Universal Service provider in the postal sector, Le Groupe La Poste also ensures access to banking services throughout the country, handles the transportation and delivery of newspapers and magazines, and makes important contributions to local and regional planning and development, ever mindful of its civic commitments.

## A LEADING MULTI-BUSINESS SERVICES GROUP

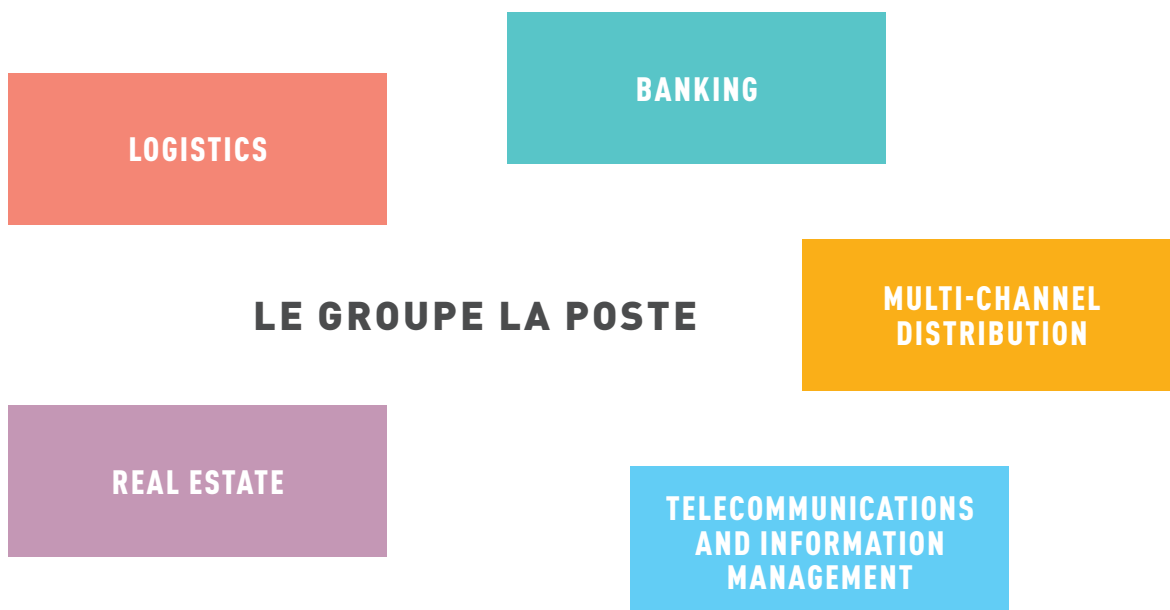
➤ G4-3, G4-7, G4-9

Le Groupe La Poste is active in five main business areas: logistics (the processing, sorting, transportation and delivery of letters, parcels and other mail items), banking, telecommunications and information management (mobile telephony and broadband access as well as services delivered across a range of digital platforms and devices), multi-channel distribution (spanning physical and digital touch points),

and real estate (involving the management of the Group's sizable portfolio of properties supporting its own operations). For a number of years, Le Groupe La Poste has been building on its strong reputation in France to expand the international dimension of the Group's business activities, particularly in the express parcel market.

### Operations in five main business areas

➤ G4-8



La Poste SA, the parent entity of Le Groupe La Poste, is a limited company ("Société Anonyme") jointly owned by the French state (73.68%) and the French public financial institution Caisse des Dépôts et Consignations (26.32%). Its registered office is located at: 44 boulevard de Vaugirard, 75015 Paris, France. French law requires La Poste's full public ownership and also protects its status as the provider of an essential national service.

For a detailed presentation of the Group's organisational structure, readers of this report are invited to refer to the diagram shown on page 110 of the 2014 Registration Document. Further information on La Poste SA as an issuer, including its legal and commercial name, its place of registration and registration number, its date of incorporation and length of life, and the legislation under which it operates may be found on page 20 of this same document.

## Le Groupe La Poste fast facts

### Workforce

Nearly  
**260,000**  
employees worldwide

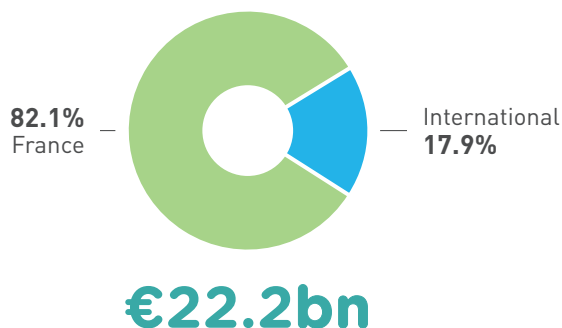
### Operating facilities

Around  
**3,200**  
processing hubs, distribution  
centres and depots

### International reach

Present in more than  
**40**  
countries and across  
4 continents

### 2014 revenue



### Sound financial structure

Net debt (excluding the Group's banking business for which this concept is not relevant) of  
**€4.0bn**  
and equity (Group share) of €9.0 billion at 31 December 2014, resulting in a net debt to equity ratio of 44%

### Local presence

**No. 1**  
retail network  
in France

Over  
**17,000**

La Poste outlets serving 1.7 million customers each day, offering a comprehensive range of postal and banking products and services, plus mobile telephones and broadband access, supplemented by nearly 7,000 Pickup points

### Annual mail volume

**23.5bn**  
items – letters, marketing  
and advertising materials,  
newspapers, magazines  
and parcels – delivered six  
days a week worldwide

### Expanding digital footprint

**€132m**  
in online sales for  
La Poste in 2014

**No. 2** webmail  
**No. 4** e-mail  
service provider in France with  
3.7 million active accounts  
on average, and 13.64 million  
unique visitors to the Group's  
four main web portals  
in the month of December

## Logistics

Europe's  
**2nd**

largest postal service provider based on revenue and volumes

**1st**

European Universal Service provider to enter the express parcel market, in 1984, delivering goods and documents between any two points within 48 hours

## Banking

**10.8m**

active individual customers of La Banque Postale and nearly 425,000 companies and organization in banking, insurance and asset management

## Telecommunications

Over  
**1m**

mobile telephony customers and 65,000 broadband customers

## Information management

**3.5bn**

documents archived and 40 million EDI transactions handled each year

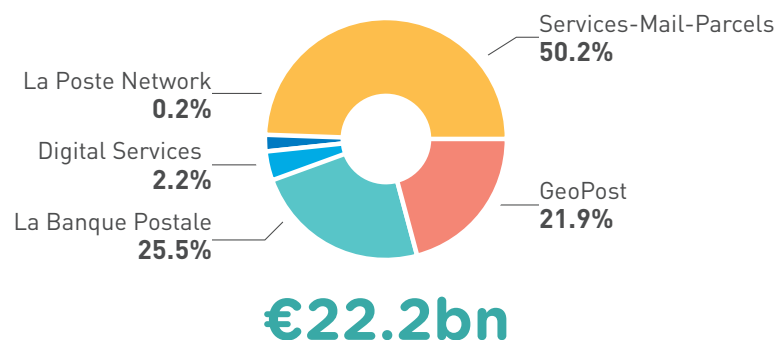
## Real estate

Management of a portfolio of properties totalling

**6.8m**

sq. metres, 59.5% of which are directly owned

## Revenue by business unit



## Changes in postal rates promote quality of service, innovation and sustainability

In order to continue honouring its commitment as France's Universal Service provider over the long term at a high level of quality, La Poste has introduced changes in postal rates, against the backdrop of steep decreases in mail volumes, which fell 6% in 2013, representing the largest annual decline in its history. With effect from 1 January 2015, La Poste has increased the "Lettre verte" rate from €0.61 to €0.68, while the standard first-class "Lettre prioritaire" rate has risen from €0.66 to €0.76. The advantage offered by the "Lettre verte" rate, now used for the majority of letters delivered, has thus been reinforced: a savings of 8 cents, compared to 5 cents previously. With only a limited economic impact on French households, on the order of €4 per year, using the "Lettre verte" reduces CO2 emissions by 30% compared to the "Lettre prioritaire". Fully aware of the Group's responsibility in helping to maintain competitiveness for its business

customers, only slight increases have been introduced in rates for advertising and marketing materials. And while other European Universal Service providers have responded to the widespread drop in mail volumes with far greater increases in postal rates for priority mail (as high as 28% in the Netherlands and 41% in Denmark since 2013), the Group has kept its rate adjustments at reasonable levels.



## A MARKET-ORIENTED, CUSTOMER-FOCUSED ORGANISATION G4-4, G4-8

Supported by the competencies of the parent company and drawing upon the expertise of its subsidiaries, Le Groupe La Poste is organised into five business units: Services-Mail-Parcels, La Banque Postale, La Poste Network, GeoPost and Digital Services.

**Services-Mail-Parcels** comprises two core businesses for the Group: the delivery of letters, newspapers, magazines and parcels under the La Poste brand in domestic and international markets, and the delivery of advertising and marketing materials, together with e-commerce transportation and fulfilment solutions. As France's Universal Service provider in the postal sector, Services-Mail-Parcels connects with 26 million French households six days a week.

**GeoPost** is the Group's international parcel delivery company serving B2B and B2C markets in France and around the world, particularly in the shipment of parcels weighing less than 30 kg. Generating 77% of its revenue outside France, GeoPost's comprehensive range of personalised domestic and international solutions is supported by a retail network, of 7,000 Pickup points in France and 8,000 elsewhere in Europe at the end of 2014.

**La Banque Postale**, which houses the Group's banking activities, has a unique position in the French market as the successor to La Poste's long-standing financial services division. Driven by the Group's values of local presence and service, La Banque Postale's mission is to ensure broad access across France to banking products and services, in particular the "Livret A" savings account, under the law enacted in 2008 to modernise the French economy.

**La Poste Network** is the Group's multi-business retail organisation in France, consisting of 17,104 outlets. Whether directly owned or operated in partnership with local authorities or merchants, these neighbourhood facilities distribute the Group's postal and financial products and services to consumers, also offering mobile telephones and broadband access.

**Digital Services**, the Group's newest business unit, develops and markets digital solutions and services in the areas of digital transformation, digital marketing and document production, also serving as a trusted third party in digital transactions. All of the technologies brought to bear in these activities are making Le Groupe La Poste a key player in efforts to bridge the physical and digital worlds.

In support of all the Group's operations, La Poste's **real estate** subsidiary Poste Immo manages one of the largest portfolios of properties in France, a total of 11,662 buildings located throughout the country.

These numerous assets also reflect La Poste'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 La Poste outlet).

For more detailed information on the activities of Le Groupe La Poste's five business units and the real estate division, including financial and operating indicators as well as information on structural and organisational features, challenges, strategic priorities and prospects, readers of this report are invited to refer to pages 22 to 80 of the 2014 Registration Document.

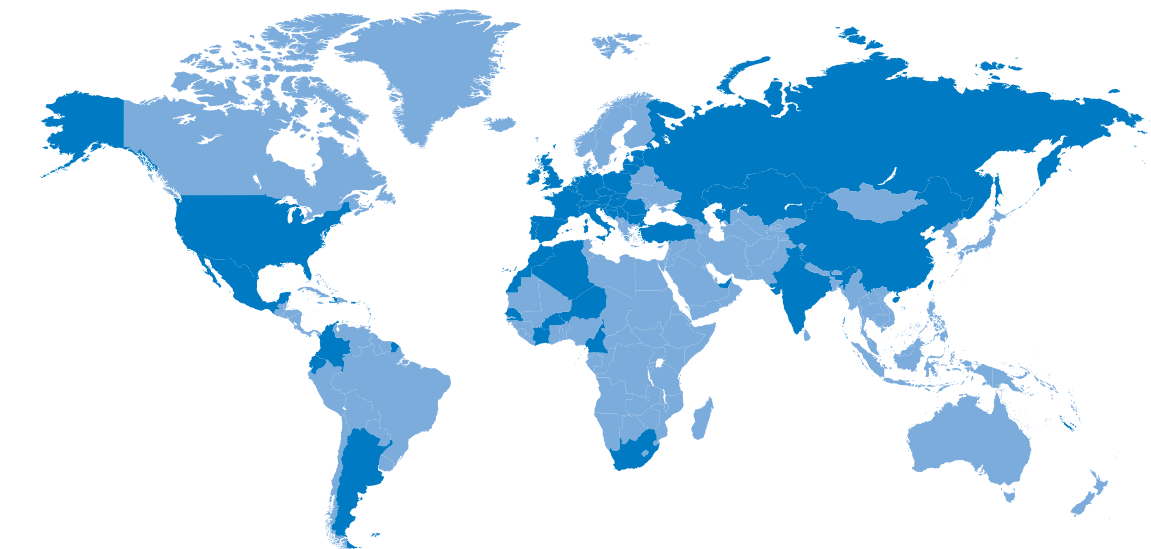
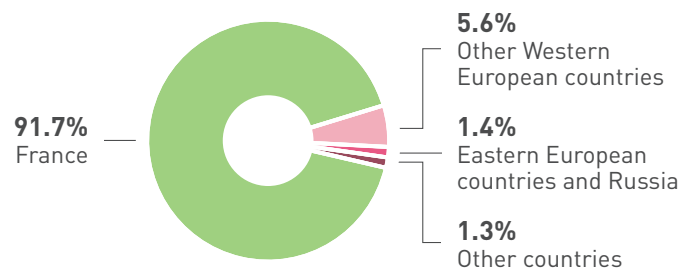


# GLOBAL EXPANSION FROM A SOLID EUROPEAN BASE

🔄 G4-5, G4-6

## Le Groupe La Poste's full-time equivalent workforce by continent

97.3% of Le Groupe La Poste's workforce is located in Western Europe (UNESCO classification).



■ Countries with Le Groupe La Poste operations

A leading multi-business services group, Le Groupe La Poste currently ranks among the top 25 French companies by revenue. The Group is also one of France's largest employers after the French government and has long been a major contributor to the country's social and economic well-being. Le Groupe La Poste adds value to the daily lives of all its customers, always remaining close to their concerns, and takes pride in serving and supporting communities.

Four public service missions attributed to Le Groupe La Poste by the French state are central to the Group's identity and frame its strategy. Apart from its key role as France's Universal Service provider in the postal

sector, Le Groupe La Poste also ensures access to banking services throughout the country, handles the transportation and delivery of newspapers and magazines, and makes important contributions to local and regional planning and development, ever mindful of its civic commitments.

Most of the Group's operations are located in countries with democratic institutions and the resources for enforcing compliance with human rights and the International Labour Organisation's basic principles. Le Groupe La Poste is also present in countries that are more exposed, but through relatively small companies or partnerships.


## GeoPost continues to strengthen its international presence

Already the No. 2 player in the European express parcel market, GeoPost pursued several strategic initiatives in 2014 to expand its European and global footprint, a year that also saw a 13.3% increase in revenue for this business unit, to €4.9 billion. The acquisition of the entire share capital of the Warsaw-based parcel delivery company Siodemka has enabled GeoPost's Polish subsidiary DPD Polska to consolidate its position in this market, with annual sales in excess of €240 million. In addition, GeoPost raised its stake from 20% to a controlling 63.5%, in the British logistics specialist wnDirect, currently serving destinations in Europe, the United States

and Oceania, thus further strengthening its international market presence in e-commerce delivery solutions. By acquiring a number of SEUR franchises in Spain and Portugal, GeoPost has increased its ownership interest in this Spanish express company to 65%. Lastly, GeoPost entered into a capital and business alliance with Japan Post by way of its partner Lenton, with 14.9% of the latter's shares now held by the Japanese postal service provider and 34.7% held by GeoPost. This alliance allows GeoPost to reinforce its position in Asia and expand Asia-Europe deliveries, particularly for the e-commerce market.



## **2 / LA POSTE 2020: CONQUERING THE FUTURE – A CSR POLICY INTEGRATED INTO THE GROUP'S STRATEGY** G4-2

**p. 19 /** Materiality analysis of CSR issues  
and priorities  G4-2, G4-18, G4-45

**p. 22 /** CSR strategy

**p. 23 /** Implementing the CSR policy within each  
business unit and activity

## LE GROUPE LA POSTE DEFINED AN AMBITIOUS CORPORATE SOCIAL RESPONSIBILITY (CSR) POLICY WITHIN THE CONTEXT OF ITS STRATEGY, LA POSTE 2020: CONQUERING THE FUTURE.

The Group wishes to fulfil both its traditional public service missions as well as to develop new services in the public interest. Since it intends to include CSR into all the Group's projects, the CSR orientation must be stated clearly and precisely.

Le Groupe La Poste's social responsibility can be expressed as one ambition and two commitments.

### **One ambition**

As a distributor of local services, Le Groupe La Poste aims to facilitate everyone's access to all useful services in order to contribute to the sustainable development of its regions.

### **Two commitments**

1. To be an exemplary group through its social and environmental commitment. This commitment encompasses its products and services, its operations, and its relations with customers as well as with suppliers and subcontractors. It will develop services that respect both people and the environment.
2. To contribute to the economic development of its regions and to local employment. It will develop new synergies and forms of solidarity to contribute to the development of more innovative and responsible local economies.

## MATERIALITY ANALYSIS OF CSR ISSUES AND PRIORITIES G4-2, G4-18, G4-45

A materiality<sup>(1)</sup> analysis was carried out by the Group and in each business unit to establish the concrete priorities for these two engagements in accordance with Le Groupe La Poste's goals for 2020, which would allow it to differentiate itself with respect to the competition and to other large public sector enterprises.

This analysis of CSR issues followed the two global reference guides, ISO 26000 and the Global Reporting Initiative (GRI) 4. The Group's CSR reference guideline includes 36 aspects.

### EMPLOYEES

- Employment and workplace conditions
- Training and education
- Professional development and mobility
- Occupational health and safety
- Quality of life at work
- Diversity and equal opportunity
- Labour/management relations
- Other human rights

### COMMUNITIES AND REGIONAL DYNAMICS

- Philanthropy and sponsorship
- Digital divide
- Aging of the population
- Anti-poverty and exclusion actions
- Local economic development
- Regional planning

### CUSTOMERS

- Socially and environmentally responsible service offerings
- Responsible customer service
- Accessibility of products and services
- Protection and confidentiality of customer data
- New consumption methods and practices

### SUPPLIERS

- CSR supplier practices
- CSR procurement practices (choice)
- CSR procurement practices (usage and monitoring)
- Availability of suppliers

### ENVIRONMENT

- Energy
- Greenhouse gas emissions
- Adaptation to climate change
- Health linked to the environment
- Waste management
- Water
- Biodiversity and eco-system services
- Scarcity of natural resources

### GOVERNANCE

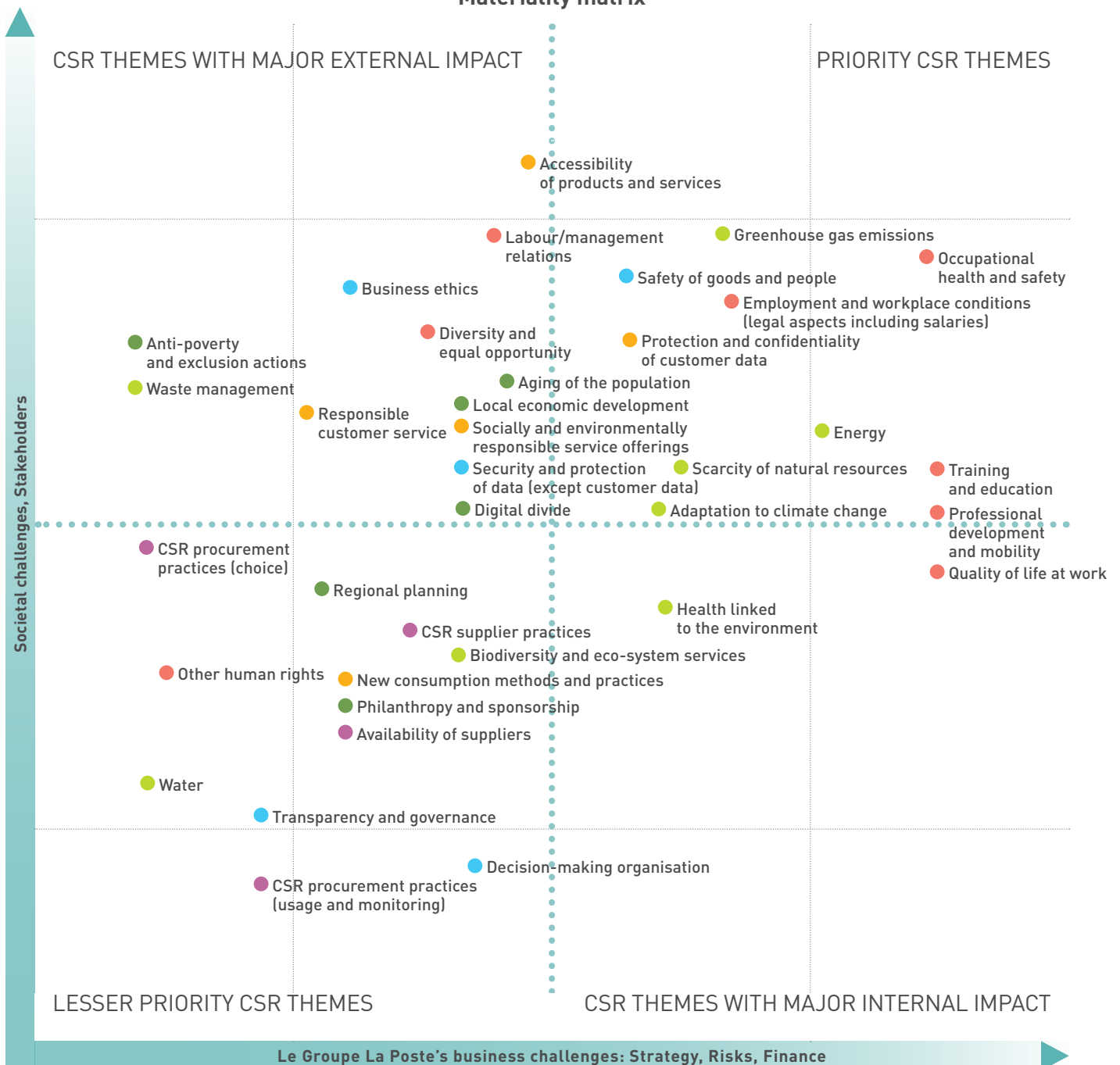
- Safety of goods and people
- Security and protection of data (except customer data)
- Business ethics
- Transparency and governance
- Decision-making organisation

[1] According to the GRI4, "material" aspects should be reported, i.e., those that reflect the organisation's economic, environmental and social impacts; and those that substantially influence the assessments and decisions of stakeholders.

Each aspect's strategic importance was determined in consideration of its contribution to the Group's strategic plan "La Poste 2020: Conquering the Future", its financial impact and the risk that it incurs for the Group. Each aspect's influence on stakeholders' expectations and decisions was evaluated with respect to political priorities at different levels (World, Europe, France), and stakeholders' expectations (whether openly expressed or deduced from their reactions).

This process produced the Group's first materiality matrix. No aspect could be left out since they were all recognized as important with respect to at least one of the evaluation criteria, given the diversity of the Group's business activities. Each business unit and its subsidiaries carried out the process in parallel, respecting their individual differences, and the overall summary led to the following result:

### Materiality matrix



- Employees
- Customers
- Environment
- Communities regional dynamics
- Suppliers
- Governance



## Determination of each aspect's expected performance

### Tracking ESG performance relative to targets

Having completed this analysis, the next step is to monitor Le Groupe La Poste's environmental, social and governance (ESG) performance. With regard to the Group's two policy commitments, the aspects can be classified according to three levels of expected performance:

- **Ambition:** these aspects are key for the Group and imply ambitious objectives. They require innovation and differentiation;
- **Continuous improvement:** for these aspects, continuous improvement is expected;
- **Compliance:** for these aspects, compliance with laws or regulations is necessary. They require accountability to our stakeholders.

### Importance of human resources

Many human resources aspects are at the top of the list: occupational health and safety, training, professional development, quality of life at work, employment and workplace conditions (legal aspects). Le Groupe La Poste's ambitions for human resources are the strongest and are already established.

### Importance of the environment

From the aspects of greenhouse gas emissions and energy derived two ambitious goals for 2020: reducing emissions by 15% compared to 2013 within the scope of La Poste, and using electricity that is sourced from 100% certified renewable energy in our buildings.

### Commitment made to regional economic development

This requires that we determine our commitments on this topic carefully. Objectives were set in La Poste's public service agreement with the French state concerning the quality of service to consumers, regional planning, and access to all retail banking products where the Group aims to be accessible to everyone.

### Other aspects

The Group also meets compliance requirements by promoting and verifying CSR practices among its suppliers, through its initiatives in the areas of biodiversity and eco-system services, through its organisation of decision-making processes, and by working on the availability of supplier offerings as well as in the areas of other human rights, CSR procurement practices (usage and monitoring), transparency and governance, and water. In addition, all these other aspects are addressed in line with the goals set by the Group and are the focus of continuous improvement efforts.



# CSR STRATEGY

Progress on extra-financial performance requires implementation in the following way:

## Four initiatives for implementation

Critical for responsible governance, these initiatives are necessary to achieve the two commitments. In particular, this entails:

6. **Piloting** the extra-financial performance of the Group with the aim of continually improving the results, and integrating CSR into all the Group's projects;
7. **Identifying** financial and reputational risks and planning to mitigate them in the event that there is insufficient adaptation to the environmental and social context;
8. **Paying** on-going attention to responsible economic development;
9. **Working** together with stakeholders<sup>(1)</sup> and providing them with regular progress updates.

## Five projects

The action plan is a practical approach based on continuous improvement and open innovation<sup>(2)</sup>. It is structured on five major projects:

1. **Adopting** more responsible products and services, incorporating ecological and social design elements<sup>(3)</sup>, useful, user-friendly and accessible to everyone;
2. **Developing** employees;
3. **Piloting** the energy transition and the evolution of urban logistics (integrated in the two shared high-priority programmes of the same name);
4. **Promoting** sustainable regional economic development initiatives as well as sustainable employment initiatives;
5. **Creating** collective efforts and building innovative solutions together.

## Le Groupe La Poste's goals for 2020 pursuant to its materiality analysis

Many aspects are at the top of the list: human resources (occupational health and safety, training, professional development, quality of life at work), GHG emissions, energy, security and safety of persons, assets and data.

CHALLENGE	OBJECTIVE FOR 2020
Occupational health and safety/ quality of life at work	▶ Steady decline in the number and severity of work-related accidents
Training	▶ 80% of La Poste employees receive training every year, ▶ 100 % within 2 years, ▶ 100 hours of training per postal worker over 5 years
Professional development	▶ 10,000 career development sessions per year
GHG emissions reduction	▶ 15% reduction in La Poste's activities in 2020 compared to 2013
Energy	▶ Offsetting carbon emissions of Mail, Parcels, Express and Digital Services offerings
Security and safety of persons, assets and data	▶ Action plan will be defined by 2016

(1) The main stakeholders include staff, consumers and customers, regional elected officials, suppliers and subcontractors, and shareholders.

(2) Open innovation implies that an organisation no longer relies solely on its own research, but rather can create value through collaboration with partners.

(3) Elements that respect the environment, human rights and consumer protection.

## IMPLEMENTING THE CSR POLICY WITHIN EACH BUSINESS UNIT AND ACTIVITY

### Services-Mail-Parcels .....

Confronted with climate change, we must produce and consume differently. This is a double challenge. We need to accomplish our own energy transition successfully, and in so doing, use the knowledge we acquire to position ourselves as an actor bringing new solutions to help companies, communities and individuals make the energy transition.



Nicolas Routier  
Group Executive Vice President  
and General Manager of Services-Mail-Parcels

#### DESCRIPTION

**Services-Mail-Parcels:** Europe's second-largest postal service provider based on revenue and volumes. The business unit is active in the areas of mail, parcels and logistics, in France and abroad, and it is also positioned in the market for local assistance services through the network of mail carriers.

#### CSR ISSUES AND RESPONSES

The Services-Mail-Parcels business unit is confronted with three significant issues: the decline in mail volumes, the reduction of CO<sub>2</sub> emissions and the energy efficiency of its logistics operations, and the safety of its staff members. La Poste's mail volumes declined 6% during 2014, in line with the 50% decline projected from 2008 to 2020 (from 18 to 9 billion items). Given the Group's significant fixed-cost structure, new proximity services are being tested to capitalise on the ability of postal workers to intervene on a daily basis. Three services have been launched: to provide regular home visits to isolated individuals (Cohésio); to read energy meters (Relevéo); and to collect or exchange items (Facilé). The related CSR policy focuses on staff development in order to strengthen collective performance and team satisfaction as essential conditions to achieve the strategic goal of new proximity services.

As for CO<sub>2</sub> emissions, the Services-Mail-Parcels business unit set a target to reduce them by 15% from 2012 to 2020. In 2014 alone, it reduced CO<sub>2</sub> emissions by 7.8% overall and by 4% from its fleet of vehicles. Services-Mail-Parcels has the largest number of electric vehicles in the world, 6,000, including 1,000 Quads and Stabys (a new three-wheel electric vehicle), and has also trained more than 80,000 postal workers in "ecological-driving" practices since 2008. Other activities underway to reduce CO<sub>2</sub> emissions include expanding mail delivery on foot and using bicycles (including electric bicycles) and as well as the "Climate Proximité" plan supporting innovative climate change adaptation projects in France.



Concerning the energy efficiency of its operations, the Services-Mail-Parcels business unit is continuing its efforts in transportation and buildings: renewing the vehicle fleet with the aim of introducing 10,000 light-duty vehicles into the fleet by 2020; developing transportation alternatives to air transportation; optimising transport plans; reducing surface areas and budgets allocated to energy; renovations and energy-efficient construction; and raising awareness among staff of everyday environmental actions.

The safety of Le Groupe La Poste's delivery personnel is an important issue for the Services-Mail-Parcels business unit. Specific measures to improve their safety are discussed in chapter 5, which deals with CSR initiatives relating to human resources.

## La Banque Postale .....

Since its creation, La Banque Postale, a public bank serving the real economy, has operated under a unique business model that offers a solid and lasting foundation for its continuing growth. Apart from its mission to make banking services available to everyone, La Banque Postale places particular emphasis on helping its financially vulnerable customers, while managing its assets responsibly.



**Rémy Weber**  
Group Executive Vice President and Chairman  
of the Management Board of La Banque Postale,

### DESCRIPTION

**La Banque Postale:** 10.8 million active individual customers and nearly 425,000 corporate and institutional customers in retail banking, insurance and asset management.

### CSR ISSUES AND RESPONSES

La Banque Postale (LBP) welcomes all customers, regardless of their situation: since 2008, it has worked to provide access to banking services for the entire French population, in line with its public service mission. Thanks to its geographic coverage throughout France in post offices, LBP can maintain a close relationship with all its customers, whether individuals or corporations. Dedicated to regional development, it mobilises customers' savings to support local projects. Putting the interests of its customers above all else, LBP has programmes in place to identify and mitigate financial as well as extra-financial risks.

LBP's CSR policy, validated in 2012 for the period through 2015, has 5 axes, 12 missions and 25 key projects (see the 2014 registration documents of Le Groupe La Poste and La Banque Postale, for details). During 2015, it will be reviewed and updated in light of Le Groupe La Poste's materiality analysis of its main CSR issues. In 2014, the five axes included:

- banking accessibility for everyone. This axe includes accompanying customers in financial fragility, preventing customers from contracting excessive debt, promoting microcredit, and budgetary training for youth;
- responsible customer service. LBP utilises the "Seven Winners" method for customers, an approach that has been recognized by SRI rating agencies, as well as a code of ethics for its business practices;
- responsible products and services. Nineteen criteria in an ESG checklist are considered when creating new products and services. In 2014, 65% of assets under management involved attention to ESG criteria;
- control of extra-financial risks. ESG risks are now integrated into operational risk analysis;
- social, societal and environmental responsibility. La Banque Postale aims to be recognised as an exemplary employer and takes a responsible approach to all its interactions with external stakeholders, while working to limit its environmental impact.



## Digital Services .....

Exercising social responsibility in the digital realm is a strategic challenge for Le Groupe La Poste. By creating the Digital Services business unit, we aim to bridge the digital divide throughout France. We are developing innovative and sustainable offerings that are accessible everywhere to everyone. In addition, we are optimising the carbon footprint of our IT systems, thereby limiting the Group's environmental impact and that of its products and services.



**Nathalie Collin**  
Group Executive Vice President,  
General Manager of Digital Services and Director of Communications

### DESCRIPTION

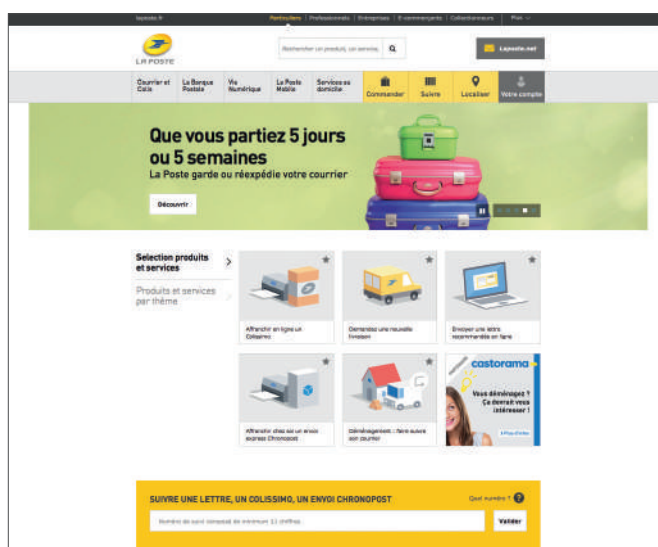
**Digital Services:** Le Groupe La Poste's ambition, embodied by its newest business unit, is to simplify and secure the digital lives of everyone in France, reinforcing connections within communities on a day-to-day basis. To serve as the trusted third party for the digital transactions of citizens, businesses and all its stakeholders, the Group has set itself three strategic objectives: to embrace digital transformation across all its business activities, to put digital to work for the management of human capital and, finally, to serve as a universal facilitator of exchanges for its customers.

### CSR ISSUES AND RESPONSES

The first major issue in this area for Le Groupe La Poste is the digital divide between the "haves" and the "have nots". This is a key focus for the Digital Services business unit, which works to facilitate access to the Internet in all its forms for everyone.

A second issue addressed by Digital Services is to reduce the Group's environmental impact, in particular by reinforcing the energy efficiency of its IT systems and by expanding the carbon neutrality of the Group's offerings as well as its carbon offsetting measures.

Lastly, with respect to data, Digital Services places particular emphasis on securing the information exchanged by companies and government agencies (paperless processes, electronic submission of regulated information) as well as individuals (secure digital safes, protected digital identities, webmail).





## GeoPost.....

We want to be able to deliver to the home, to Pickup points or to automated self-service parcel lockers <sup>(1)</sup>. In addition, we want to offer the possibility to return parcels easily, which would be economically feasible both for the senders and the receivers, all the while neutral in transport-related greenhouse gas emissions.



**Paul-Marie Chavanne**  
Group Executive Vice President  
and Chairman of GeoPost

### DESCRIPTION

**GeoPost's** core business is the transportation and delivery of parcels weighing less than 30 kg, primarily in the ground deferred express market (next day for domestic and next day or two day for international).

### CSR ISSUES AND RESPONSES

For GeoPost, the reduction of CO<sub>2</sub> emissions and optimising urban delivery of parcels are major CSR issues. In response, GeoPost developed a carbon-neutral approach: it measures on a quarterly basis its carbon footprint linked to air and road transport, building energy consumption, and paper consumption. It then used this information to spur in-house initiatives to lower CO<sub>2</sub> emissions. While the GeoPost network is committed to a carbon-neutral delivery system, it has been voluntarily offsetting since 2012 its unavoidable CO<sub>2</sub> emissions by investing in environmental projects around the world. In 2014, GeoPost offset 700,000 tonnes of CO<sub>2</sub> emissions.



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(1) Pickup Services offers delivery to:

- Pickup points: service outlets operated by local business owners;
- Pickup stores;
- Pickup self-service parcel lockers.

## La Poste Network .....

The La Poste Network encourages access to services that are adapted to its diverse clientele across a dense regional coverage which offers the same quality reception and advice everywhere and to everyone. It also promotes more responsible products and services as well as eco-designed, carbon neutral offers, including banking services that incorporate environmental, social and governance (ESG) criteria in their design. The Network is contributing to innovation in order to respond to the development of new markets and consumption patterns.



**Philippe Bajou** <sup>(1)</sup>

Group Executive Vice President, General Manager of La Poste Network,  
Director of Transformation and Chairman of Poste Immo

### DESCRIPTION

**La Poste Network** is a multi-business and multi-channel distribution network serving both retail and professional customers. In 2014, 85% of the French population stated that they had visited their post office at least once to carry out postal or banking transactions, either with an agent or via an automated postal service machine (ATM).

### CSR ISSUES AND RESPONSES

Every day, 1.7 million customers enter one of the 17,000 locations of La Poste Network, whose CSR issues are part of its public service spirit. The CSR ambition of La Poste Network is to reinforce its unique proximity by:

- proposing services that are accessible and adapted to the needs of its diverse customer base;
- seeking equality and quality of professional life for its workforce;
- participating in the attractiveness of its regions, while optimising its environmental impact.

This ambition can be seen in a number of concrete actions.

For customers: facilitating access to post offices to disabled persons; developing banking services adapted to people in precarious situations; and responsible financial products (social responsibility investment, and lending to promote solidarity).

For the workforce: promoting diversity and equality in the workplace, career development for disabled employees, and quality of worklife. Encourage postal workers to participate in voluntary activities and sharing their competencies. For professional trips, develop more ecological means of travel than by car or plane.

For regions: optimising energy efficiency of post offices, improving their comfort and furnish them with more environmentally friendly equipment. Manage better and recycle waste. Strengthen La Poste Network's regional impact by increasing procurement from non-profit firms employing disadvantaged people and by adapting its presence to local concerns.

Work synergistically with associations in disadvantaged neighborhoods to welcome customers better.

In 2014, La Poste Mobile continued to focus its business strategy on selling no-commitment mobile plans and SIM-only mobile plans.

In July, the launch of a SIM plan with unlimited voice and text messaging for less than 10 euros per month was very successful.

In addition, sales of the ADSL offer based on the SFR box have increased sharply.

This offer entitling customers to a discount on one additional mobile line helped generate customer loyalty.

It attracted 730,000 new customers in 2014. Net sales (after terminations) totaled 210,000, and the customer based increased 22% to reach 1.15 million at the end of 2014.



(1) On 1 June 2015, Philippe Bajou was appointed Group Executive Vice President, Chairman of Poste Immo and Director of Transformation and Anne-Laure Bourn was appointed Group Executive Vice President and General Manager of La Poste Network.



## Real estate (Poste Immo) .....

The first committee reviewing the public service agreement signed in 2013 with the French state commended the efforts accomplished by La Poste in achieving its missions and recalled the challenges to receive their fair compensation. We maintain open lines of communication with all of our stakeholders as we move forward.



**Marc-André Feffer**  
Group Executive Vice President  
and Head of Strategy and Development,  
Legal and International Affairs and Regulation

### DESCRIPTION

Management of a portfolio of properties totalling 6.8 million sq. metres, 59.5% of which are directly owned, and of 23,000 leases.

### CSR ISSUES AND RESPONSES

For Poste Immo, there are two primary RSE issues. The first involves the need to upgrade existing buildings, half of which are more than 50 years old, working to obtain high environmental quality (HQE) certification where possible for these properties. The second is to ensure that all new-build properties meet low energy consumption (BBC) standards. Poste Immo has begun reviewing the energy renovation potential of its strategic buildings, while experimenting with simple schemes and action plans that can be tailored for all properties in the portfolio. Already in 2013, Poste Immo decided to begin signing lease agreement riders with environmental clauses, which has resulted in the development of a “green lease process”. An internal certification and a listing of 80 actions have been established as part of a sustainable management approach for buildings, facilitated through dialogue between landlords and tenants around sustainability issues.

In 2013, Poste Immo signed the Energy Efficiency Charter for Public and Private Commercial Buildings and, in May 2014, made a commitment to achieve a 25% improvement in the energy performance of its directly owned properties larger than 5,000 sq. metres by 2020.



Poste Immo has actively undertaken to adopt a proactive approach to the energy performance of its real estate portfolio and has reaffirmed its commitment to remain a benchmark player in this area. Furthermore, since May 2012, 45 photovoltaic units have been installed and commissioned in Poste Immo buildings. Poste Immo has also tasked GEOPLC with collecting and validating energy savings certificates (ESCs) for several development programmes and is actively developing responsible purchasing policies. Bolstered by its achievements within the Group, Poste Immo aims to gradually enter the external market with a range of services (portfolio management and development project management) as well as new energy-related renovation offerings.

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## **3 / AN EMBEDDED APPROACH TO CSR SUPPORTED BY STRONG GOVERNANCE PRACTICES**

**p. 31 / Corporate governance**

**p. 34 / Values and principles**

**p. 39 / Structures, organisation and processes**

## **MAINTAINING THE TRUST OF ALL ITS CUSTOMERS, EMPLOYEES, PARTNERS AND OTHER STAKEHOLDERS**

is essential to all business activities pursued by Le Groupe La Poste. It is for this reason that the Group places such importance on strong governance practices and exemplary ethical conduct. Le Groupe La Poste also places a priority on stakeholder engagement in the context of strategy development. Clear roles and responsibilities at all organisational levels ensure that the Group is able to address new challenges and reach decisions with its own interests and those of all its stakeholders firmly in mind.

## CORPORATE GOVERNANCE

This section provides an overview of the Group's corporate governance structures, with a particular emphasis on processes directly involving these bodies that relate to economic, social and environmental impacts. More detailed information on governance structures, policies and processes is provided

in chapters 14 "Administrative, management and supervisory bodies and Executive Management", 15 "Compensation and benefits", 16 "Operation of administrative bodies" and Annex 1 of the 2014 Registration Document.

### Structure and composition of governance bodies, roles and responsibilities G4-34 to G4-41

#### Board of Directors

Le Groupe La Poste's global operations are overseen at the highest level by La Poste's Board of Directors. The Board is led by Philippe Wahl, Chairman and Chief Executive Officer of La Poste, and is comprised of 21 members, divided into three categories:

- 12 directors appointed by the General Meeting of La Poste shareholders as their representatives following proposals by the French state and/or Caisse des Dépôts et Consignations, the company's joint owners;
- 2 directors appointed by decree, one representing regional authorities and one representing consumers;
- 7 directors elected by the Group's employees as staff representatives.

The first category of directors appointed by the General Meeting includes the Chairman and Chief Executive Officer following a proposal by the French state and Caisse des Dépôts et Consignations, eight directors following a proposal by the French state and three directors following a proposal by Caisse des Dépôts et Consignations.

As a limited company in full public ownership, La Poste has no private shareholders and none of the 12 directors representing the shareholders may therefore be considered as independent of the French state. However, the two directors appointed by decree are external and independent.

The term of office for members of the Board of Directors is five years. The appointments of currently serving directors will expire on 20 December 2015.

The French government's representative and the head of the auditing team from the French Finance Ministry's general economic and financial control department (CGEFI) assigned to La Poste also attend Board meetings and take part in its proceedings as non-voting members.

The Charter of the Board of Directors, approved in December 2004 and included with each new version of the internal rules and regulations adopted by the Board of Directors since that date, summarises the rules of conduct with which Board members must comply.

To La Poste's knowledge, and as at the date of approval of this document, there were no potential conflicts of interest at La Poste between the duties of the executive company officer or other senior executives and their private interests or other duties.

## Specialised committees of the Board of Directors

The Board of Directors has established four specialised committees: the Audit Committee (set up in 2001), the Strategy and Investment Committee (set up in 2004), the Remuneration and Governance Committee (set up in 2010), and the Quality and Sustainable Development Committee (initially set up in 2004 as the Customer Quality Committee and

renamed in 2007). Under the chairmanship of Jean-Michel Hubert, the Quality and Sustainable Development Committee assists the Board of Directors with its assessments of the quality of service provided to customers as well as its analysis of economic, environmental, social and governance performance by La Poste and all Group companies.

To La Poste's knowledge, there are no arrangements or agreements entered into with shareholders, customers, suppliers or any other parties under which a member of the Board of Directors was appointed in this capacity.

For more information on the composition of the Board of Directors and its specialised committees, including the background and expertise of each Board member as well as other significant positions and appointments held, readers of this report are invited to refer to pages 203 to 218 of the 2014 Registration Document.

### Processes for the evaluation of the Board of Directors G4-44

In 2006, La Poste's Board of Directors began devoting an agenda item for one of its meetings each year to the assessment of its operations, particularly in order to recommend any improvements and adjustments to the Board's internal rules and regulations. This annual self-assessment procedure has been among the responsibilities of the Remuneration and Governance Committee since it was created in 2010. In order to provide insight and fresh perspectives, the Board of Directors also engages an outside firm to assist with the procedure every three years.

The assessment of the Board's internal operations in 2013 was launched in early 2014 by sending each of the directors a detailed questionnaire, whose responses pointed to the effectiveness of measures taken as a result of the audit conducted by Leaders Trust International, the outside firm engaged the previous year: an increase in the number of strategic seminars during the year, improvements in the information provided to Board members, etc. Other recommendations made by directors were acted upon in 2014, involving better follow-up on decisions taken, acquisitions and partnerships by formally including these topics as agenda items, access to more complete information on the Group's industry

segments and competitors, and the appointment of a director representing employees to the Remuneration and Governance Committee.

Each year, this annual self-assessment procedure includes a review of performance with respect to the governance of economic, environmental and social topics.

### Processes for consultation between stakeholders and the Group's governance bodies

The process for the development of "La Poste 2020: Conquering the Future", the Group's current strategic plan, whose specific corporate social responsibility aspects are summarised in chapter 2, involved the participation of elected officials, trade-union representatives, Group employees and consumer organisations, alongside the members of La Poste's Board of Directors, in working groups and seminars over the course of 2013.

Furthermore, in order to widen the scope of its consultation for this new plan, Le Groupe La Poste organised conferences of citizens, an initiative never used before on a similar scale in France. In association with the market research and polling firm IFOP, three sample groups of respondents – rural, urban and entrepreneurs (micro-enterprises and SMEs) – all selected to be nationally representative, were thus invited to communicate their expectations regarding La Poste and the services of interest to them in the coming years and then engage in discussions around these issues. The findings of this vast consultative process were all incorporated in the priorities of "La Poste 2020: Conquering the Future".

Among other frequent initiatives by the Group to promote stakeholder engagement, Philippe Wahl, 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 in regions and communities.

### Legal framework in relation to the separation of roles and mechanisms to guarantee independence

As stipulated by French legal provisions governing the organisation of Le Groupe La Poste, the roles of Chief Executive Officer and Chairman of the Board of Directors are not separated. However, this rule does not apply to La Poste's first-tier subsidiaries, such as La Banque Postale and Poste Immo, where the principle of separation is maintained.

Several mechanisms are in place to guarantee the independence of the Board of Directors from the Chief Executive Officer:

- prior authorisation from the Board is required for decisions by the Chief Executive Officer above certain thresholds (€30 million for acquisitions, €200 million for investments outside the scope of the Group's budget, €700 million for loans);
- the Group's strategy and accounts are audited on a regular basis by the French Court of Auditors, by the Inspectorate-General of Finance (IGF) and

by the French Finance Ministry's general economic and financial audit department (CGEFI);

- in 2014, the Chief Executive Officer established several advisory panels, including independent experts in the fields of domestic and international logistics and digital services, to offer guidance and assistance on a range of issues, thus complementing and separate from the work of the Board's Strategy and Investment Committee.

### Executive Committee

The Executive Committee is Le Groupe La Poste's governance body responsible for discussing and agreeing upon strategies and is responsible for their successful implementation across the Group by facilitating and ensuring effective cooperation between business units. Chaired by the Chairman and Chief Executive Officer, the Executive Committee meets every Monday to examine all cross-cutting issues raised within the Group and consider 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.

For more information on the composition of the Executive Committee, including the background and expertise of each of its members, readers of this report are invited to refer to pages 221 to 225 of the 2014 Registration Document.

## La Poste 2020: five priority projects

As part of the process for the implementation of the Group's strategic plans, Le Groupe La Poste's Chairman and Chief Executive Officer delegates authority for specific priority projects relating to economic, environmental and social concerns to certain members of the Executive Committee, in line with their respective expertise in these areas. In the context of "La Poste 2020: Conquering the Future", the Group's current strategic plan, there are five such priority projects placed by Philippe Wahl under the leadership of Executive Committee members:

- ▶ **Energy transition:** Nicolas Routier, Group Executive Vice President and General Manager of Services-Mail-Parcels
- ▶ **Urban logistics and major metropolitan areas:** Paul-Marie Chavanne, Group Executive Vice President and Chairman and CEO of GeoPost
- ▶ **E-commerce:** Paul-Marie Chavanne, Group Executive Vice President and Chairman and CEO of GeoPost
- ▶ **Modernisation of public action:** Jacques Savatier, Group Executive Vice President for Regional Development and Governance Bodies
- ▶ **Digital brand development and retail customer knowledge management:** Nathalie Collin, Group Executive Vice President, General Manager of Digital Services and Director of Communications

## Remuneration of the executive company officer and senior executives G4-51, G4-52, G4-54

Currently, La Poste has a single executive company officer, its Chairman and Chief Executive Officer. Philippe Wahl has held this position since 26 September 2013. His remuneration is subject to ministerial approval, in accordance with Decree No. 53-707 of 9 August 1953 on the supervision by the French state of national public enterprises and certain other entities having an economic and social purpose, which was later amended by Decree No. 2012-915 of 26 July 2012. This second decree capped the remuneration of executive company officers of enterprises in full public ownership at €450,000.

For further information, readers of this report are invited to refer to chapter 15 "Compensation and benefits" of the 2014 Registration Document.

As distinct from that awarded to the Chairman and Chief Executive Officer, remuneration paid to all other members of the Group's Executive Committee does include a variable component, based in particular on the achievement of sustainability objectives defined by the Board of Directors after reviewing the recommendations issued by its Remuneration and Governance Committee.

In 2014, the ratio of the Chairman and CEO's gross annual remuneration to the average gross annual salary of La Poste employees was 15.56:1.

### Gender balance within governance bodies

Le Groupe La Poste promotes gender balance within its management bodies. Nine of the members of La Poste's Board of Directors are women, who thus hold 43% of its seats. This proportion not only exceeds the initial 20% quota for female directors on company boards introduced by the Copé-Zimmermann law, which had to be met by the close of the 2014 annual general meetings, but also the second 40% quota, not due to become mandatory until 2017. As for the Group's Executive Committee, it currently has each 12 members, three of whom are women, thus corresponding to 25% of its membership.

The Board of Directors of La Poste is comprised of

**21**  
members,  
**9**  
of whom are women.

The Executive Committee of La Poste is comprised of

**11**  
members <sup>(1)</sup>,  
**2**  
of whom are women <sup>(2)</sup>.

## VALUES AND PRINCIPLES

Le Groupe La Poste's responsible development strategy embraces the diversity of its customers and markets, promotes the quality of employment and safeguards the environment. Six core values – openness, respect, fairness, accessibility, connectedness and a sense of service – have long been integral to the Group's culture and guide all its actions. These values, the bedrock upon which Le Groupe La Poste has always built its business, give meaning and purpose to the day-to-day activities of all Group employees as they connect with communities across France and beyond.

(1) 12 since June 1<sup>st</sup> 2015.

(2) 3 since June 1<sup>st</sup> 2015.

**Adherence to ethical standards and codes of professional conduct protects both the Group and its employees. It also serves to strengthen ties across the organisation, in full recognition of the wide range of activities pursued by the Group. It is essential that ethics and professional conduct be perceived not simply as a set of moral principles, but as a means for La Poste to drive trust and thereby performance, in order to improve its economic, financial and social effectiveness.**



**Patrick Widloecher**

Advisor to the Chairman and to the Corporate Vice President of Le Groupe La Poste on Sustainable Development, Ethics and Professional Conduct



## Internal and external standards and guidelines G4-15, G4-56

A number of guides to policy and procedure and other documents describing principles, standards and norms of behaviour have been established at the level of the Group and its various business units.

### At Group level:

- CSR Reference Guide
- Reference Guide to Ethics and Professional Conduct (see page 35)
- Responsible Purchasing Charter
- Group Treasury and Financing Department's Code of Conduct
- Spirit of Service Handbook (see page 50)
- Code of Conduct for Lobbying Activities (see page 51)
- Supplier Charter

Furthermore, the Group's approach to ethics and corporate social responsibility is also informed by national and international reference frameworks, including the UN Global Compact (of which La Poste is a signatory), the Universal Declaration of Human Rights, the OECD's Guidelines for Multinational Enterprises and the Fundamental Conventions of the International Labour Organisation. In France, La Poste

### At La Poste and the Group's business units:

- La Poste's Service Commitment Charters (see page 38)
- La Poste's Reference Guide to Fair Competitive Practices
- La Poste's Responsible Marketing Reference Guide
- La Banque Postale's Code of Conduct
- Poste Immo's Guide to Ethics
- Poste Immo's Commercial Building Charter (see page 98)

is a signatory of the Diversity Charter, the Parenthood Charter, the Apprenticeship Charter, the National Commitment to the Professional Integration of Disadvantaged Youth and the "Business and Urban Youth" Charter, which involves commitments to contribute to the economic, social and cultural development of neighbourhoods given priority in the government's urban policy.

## An ethical framework for the actions of Group employees G4-56, G4-58

In 2011, Le Groupe La Poste approved the implementation of an ethics programme, which has since presented annual reports on its results for each previous financial year to the Executive Committee and the Board of Directors. This programme has helped to instil and disseminate a shared standard of ethics across the Group, which has firmly taken root over the last four years. The findings of the Group's third annual ethical climate survey<sup>(1)</sup>, conducted by BVA in October 2014, confirm this achievement: 74% of Group employees noted an improvement in behaviours and attitudes relating to ethics and professional conduct over the last two years and 93% indicated feeling personally implicated in the initiatives led by the Group relating to ethics, an height-point jump compared to 2013. This annual survey also facilitates the implementation of specific actions as its findings are divided by employee category (hierarchical level, type of employment contract and business unit).

Le Groupe La Poste's ethics programme 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.
- A network of **ethics officers**, comprised of several key individuals: the Corporate Ethics Officer at Group level, five ethics officers in the business units, together with ethics officers in the main subsidiaries. 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.).

(1) The questionnaire was drawn up in association with the market research agency BVA and Le 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.

- An **Ethics Committee** chaired by the Group's Corporate Vice President whose membership includes ethics officers from across the Group as well as the corporate function heads.

- An **early warning system** providing personalised answers to questions posed by employees, allowing them to escalate any breach of ethics they may observe or request mediation in some cases, with anonymity guaranteed.

In 2014, the Ethics department continued to refine its communications tools, designed to help employees ask themselves the right questions and find suitable answers to situations encountered in the field:

- a **dedicated intranet site**, which was enhanced and updated during the year;

- **News Éthique**, a monthly newsletter covering the latest developments in the field of ethics at Le Groupe La Poste, in other large companies and around the world;

- **Pratique Éthique**, a quarterly publication in magazine format, with each issue covering one or two topics.

In 2014, these included whistleblowing, the employee oath, professional secrecy, the ethical climate survey and the annual Ethics and Professional Conduct report;

- **Le Petit Illustré**, a quarterly supplement to *Pratique Éthique*, with each issue presenting a single topic, examined through case studies;

- **Petit Précis d'éthique illustré**, new in 2014, a guide for employees including many illustrations to reinforce awareness of the Group's key ethics challenges.

A total of 145 alerts were submitted in 2014 to all of the Group's ethics officers. A number of these have helped the Group make progress in this area, encouraging the revision of certain procedures or operating methods. Employee confidence in the early warning system is an indicator closely monitored through the ethical climate survey each year and the results for 2014 offer further demonstration of the Group's success in this area: 75% of employees stated they would seek the assistance of their ethics officer for related issues and 94% indicated they would sound an alert if they observed a breach of ethics.

The Ethics department was invited to attend two meetings of the Quality and Sustainable Development Committee in 2014. The department presented the annual Ethics and Professional Conduct report at the first of these meetings. At the second, the findings of the Group's annual ethical climate survey were discussed.

Le Groupe La Poste plays an active role in the work of leading organisations in the area of ethics, which includes serving on the Board of Directors of the French research institute Le Cercle d'Éthique des Affaires (CEA), partnering with the non-governmental organisation Transparency International and taking part in exchanges and events organised by the Institute of Business Ethics (IBE), a British think tank.

## Prevention of corruption G4-S04, G4-S05

### The prevention of corruption is one of the key ethical issues covered in the Group's Reference Guide to Ethics and Professional Conduct

Several of the Group's in-house publications, including *News Éthique*, *Pratique Éthique* and *Le Petit Illustré*, have addressed the topic of corruption through special issues or regularly provide updated information relating to these concerns, in order to raise awareness among managers and other staff. 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: [www.ethique-deontologie.log.intra.laposte.fr](http://www.ethique-deontologie.log.intra.laposte.fr)

To enhance its expertise in this area, the Group also partners with Transparency International, a global non-governmental anti-corruption organisation, in order to better evaluate business and country risks. In March 2014, the Group's Ethics Committee met in a special session to discuss the prevention of corruption within the Group and across all of its business units. This session was attended by two representatives of Transparency International, who shared their insights with committee members and offered guidance on the implementation of an anti-corruption action plan. Alerts were issued during the course of the year relating to two attempted instances of corruption avoided by employees of the business units concerned.

## Respect for human rights

La Poste and its French subsidiaries are governed by French labour law, which enforces the protection of human rights, in line with the ILO's Fundamental Conventions. The labour inspectorate is responsible for verifying compliance in France.

Early in 2015, under the auspices of the Collège des Directeurs du Développement Durable (C3D),

an organisation bringing together some 100 sustainable development directors from both private sector companies and public organisations as well as other experts in the field, the Group launched a working group together with other C3D members to exchange information on human rights and discuss actions undertaken by Le Groupe La Poste and other large companies in this area.

### **Chronopost International Maroc's CSR programme receives certification from the Moroccan employers' professional organisation**

At the end of 2014, Chronopost International Maroc (CIMA) was awarded the CSR certification offered by the Confédération Générale des Entreprises du Maroc (CGEM), the Moroccan employers' professional organisation, in recognition of the quality of its initiatives in this area. Assistance provided by La Poste was essential in bringing the company into compliance with the requirements to receive this certification. Also during the year, La Poste continued to assist with CSR training for CIMA shareholder Poste Maroc, the Moroccan postal service, focusing in particular on gender equality, the energy transition and eco-mobility.

## Precautionary principle G4-14

Within Le Groupe La Poste, the only entity for which the precautionary principle plays a role is La Banque Postale.

In line with La Banque Postale's governance objectives, commodity funds are excluded from the scope of authorised financial instruments. The bank's SRI funds also systematically exclude investments in the tobacco and defence/aerospace industries. A normative exclusion policy is also applied for assets under management subject to ESG integration.

As an essential player in the French economy, La Banque Postale fights against tax evasion by scrupulously implementing preventive measures and complying with all applicable regulations.

As a French retail bank, La Banque Postale's activities are concentrated nearly exclusively in France, and the bank has no business interests in countries listed by the Tax Justice Network. The activities of La Banque Postale's customers in terms of tax compliance are monitored in the context of its efforts to combat money laundering, the financing of terrorism and fraud. Control procedures for international transactions between France and countries considered to be at risk have been put in place, and alerts are reported and addressed by means of a dedicated tool. Over 100 employees work in this area of vigilance as a team within the bank's department of Financial Transaction Security.

## Values and commitments put into action across the Group G4-56

### La Poste: four service commitment charters

Since 2010, La Poste has placed emphasis on frequently engaging its customers in all segments – individuals, independent professionals and small businesses, larger companies, and key strategic accounts – in particular by way of annual customer surveys, so as to better understand their expectations and thereby adapt its four service commitment charters to their changing requirements.

Individuals are expressing ever increasing interest in La Poste's services available 24 hours a day and 7 days a week via the Internet. Digital Services, the Group's newest business unit, is spearheading a number of innovations in this area, including Digiposte, a personalised and secure digital mailbox and document storage solution, as well as efforts to simplify the online customer experience.

Independent professionals and small businesses are also interested in accessing La Poste's products and services at any time, day or night, but they also would like to receive more information about their mail and the ways in which La Poste is helping to protect the environment. In addition to the solutions already proposed to individuals, La Poste's professional and small-business specialists are available to assist with the specific needs of these customers via telephone from 8 a.m. to 7 p.m. on weekdays and until noon on Saturday. Requests may also be submitted online outside these hours, with a response guaranteed the next business day. La Poste's "Lettre verte" and its media mail offering are among the low-carbon and carbon-neutral solutions acclaimed by these customers.

Particularly for larger companies, La Poste's commitments include an alert system to warn them of any anticipated delays in the collection or delivery of mail and a dedicated account officer to handle all queries. New La Poste offerings like Recy'go, the office paper collection and recycling service, and Digiposte are also widely used by these customers.

With its key strategic accounts, La Poste forges responsible business relationships in the form of genuine partnerships, including the following features: a strategic committee meeting once a year to review all aspects of the business relationship, identify areas in need of improvement and discuss

shared projects, but also to encourage exchanges with other customers facing the same issues; a dedicated account manager; and a dedicated web portal offering secure and personalised access to the main elements of the business relationship.

### La Banque Postale: CSR leader in its sector<sup>(1)</sup>

Fully embracing its commitments as a civic-minded bank communicated through its motto "Banque et citoyenne", La Banque Postale is a financial institution driven by core Group values, in particular connectedness and the ambition to make its services accessible to the widest possible segment of the French population. Furthermore, La Banque Postale lends its support to all stakeholders, regardless of their size, who are making concrete contributions to local and regional development: local authorities, social housing operators, social actors and organisations, other companies. As part of this support, La Banque Postale aims to become a key player in efforts to encourage the growth of social and solidarity economy enterprises, while continuing to expand its range of socially responsible investments and solidarity products. In 2014, La Banque Postale thus introduced "Service Intérêts Solidaires", giving its customers the opportunity to support, via their savings, an officially recognised non-profit organisation working in the public interest. Also during the year, La Banque Postale launched two formula-based funds, LBP EthicEuro 100 and LBP EthicEuro 90, whose performance is linked to that of the Ethical Europe Equity Index, a leading SRI benchmark.

### Poste Immo: an ambitious postal and urban redevelopment project

Situated at the very centre of Paris, the imposing post office on the Rue du Louvre, the largest in France and the only one open day and night, 7 days a week, is currently the focus of an ambitious renovation project, scheduled for completion in 2018. The aim of the project is not only to preserve the heritage of this 19th-century architectural jewel, but also to restructure the property to better serve the needs of its current and future users.

For Le Groupe La Poste, the objective is to modernise the facility, delivering innovation and embodying the Group's core values of connectedness, openness, respect and a sense of service as part of a larger

<sup>(1)</sup> La Banque Postale was named the world's best bank in terms of CSR performance by Oekom Research in its ranking issued in January 2015.

project to give this iconic landmark a new lease on life and diversify its uses. A portion of the building will still be home to a post office, a mail preparation and delivery centre and a parcel hub, but the remainder will be occupied by other retail businesses offering long opening hours, public facilities including a police station, a day-care centre and a remote-working business centre, as well as offices, social housing units and a hotel.

#### Le Groupe La Poste's public subsidies G4-EC4

In 2012, the revised national budget legislation created a tax credit to enhance competition and employment (CICE – Crédit d'Impôt pour la Compétitivité et l'Emploi). Le Groupe La Poste is the number one beneficiary.

La Poste meets a number of criteria making it eligible to receive this tax credit:

- La Poste is a limited company ("Société Anonyme");
- La Poste does not benefit from a monopoly situation and operates in a totally competitive environment;
- La Poste is the second-largest employer in France after the state. It employs 231,347 people in the country, 82% of which are remunerated lower than or equal to 2.5 times the minimum wage.

As a labour-intensive company with modestly remunerated employees, La Poste is understandably among the greatest beneficiaries of this tax credit. The CICE tax credit aims to "finance the enhancement of companies' competitiveness through their efforts to invest, conduct research, innovate, train, recruit, develop new markets, engage in the energy and ecological transition, and reconstitute their working capital".

## STRUCTURES, ORGANISATION AND PROCESSES

Le Groupe La Poste's approach to corporate social responsibility revolves around the priorities defined by its Executive Committee in October 2012,

addressing the requirements of both the ISO 26000 standard and the GRI Guidelines, with a view to continuous improvement.

#### CSR governance structures, officers and representatives G4-35 to G4-37

In order to ensure that corporate social responsibility underpins all decision-making processes at every level, Le Groupe La Poste has opted for a comprehensive, interconnected set of structures. At the top level, the **Quality and Sustainable Development Committee** of the Board of Directors reviews strategic orientations and monitors developments. It lays the groundwork for the Board's discussions and submits any relevant recommendations on issues affecting the quality of relations maintained by La Poste and all Group companies with their customers as well as sustainable development.

The Committee's specific focus areas are:

- conducting Group customer satisfaction surveys;
- analysing the quality of service provided to Group customers;
- reviewing best practices to drive continuous improvements in service quality;
- 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. In turn, the Committee can also suggest that the Board refer to it any specific matters in these areas it deems necessary or relevant. On 30 May 2013, the Board of Directors added to the Committee's responsibilities the review of quality of life in the workplace at La Poste and related best practices.

The **Corporate Vice President** is the Executive Committee's reference authority on corporate social responsibility issues. He gives a progress report each year to the Executive Committee on the roll-out of CSR initiatives across the Group. The Corporate Vice President also chairs the Group's Ethics Committee, which is comprised of the Group's ethics officers as well as the heads of the Group's main entities.

Under the leadership of the **Group's Corporate Ethics Officer, the Ethics department** organises meetings each quarter bringing together the ethics officers of all business units. These meetings offer a forum to discuss the early warning system for ethics violations, to provide feedback on any difficulties encountered, to exchange information on field-tested best practices that may be of use to other business units, but also to plan cross-cutting initiatives, which have recently included the reintroduction of the employee oath in a new format and a smartphone application serving as a pocket reference guide to ethics for all Group employees.

A report is prepared each year on ethics and professional conduct within the Group and its business units. This report is presented to the Executive

Committee, the Ethics Committee and the Quality and Sustainable Development Committee of the Board of Directors. For the first time in 2014, the Group's Ethics and Professional Conduct report was disseminated to all 650 of the Group's senior managers.

Le Groupe La Poste created a **Corporate Social Responsibility department** in 2011, as the successor to its Sustainable Development department, which was established in 2003. The CSR department coordinates a well-structured network of CSR representatives and managers in the Group's various entities and subsidiaries.

It also organises meetings of two CSR steering committees, the first comprising representatives from the Group's business units and the second comprising representatives from the corporate functions, as well as a number of workshops each year.

Each of the Group's business units and a number of its subsidiaries have set up their own **CSR departments** to define their approaches to economic, environmental and social issues and manage the roll-out of operational action plans in order to ensure that responsible development becomes an integral part of their processes and management. At the local level, **CSR representatives** are appointed by each division and by subsidiaries, when justified by their size and organisational structure. These representatives are supported by the Group's **21 regional offices** throughout France, which serve as liaisons between the local establishments of business units and subsidiaries and local stakeholders.

## Furthering the implementation of CSR across the Group

### Monitoring performance and coordinating initiatives

Le Groupe La Poste has developed tools and indicators to monitor the achievements of its CSR strategy in line with its objectives. The scope of these indicators covers more than 90% of the Group's business in terms of its revenue and workforce. These indicators draw on both national frameworks (such as article 225 of the Grenelle II law and ADEME's Bilan Carbone® tool) and international standards (principally the GRI's G4 Guidelines) widely used for sustainability reporting

Le Groupe La Poste has set up specific training and awareness sessions concerning its CSR strategy for the majority of its employees. Regular team meetings, known at La Poste as ETCs (for "Espaces Temps Communication") are times set aside to pass on information and gather employee feedback, particularly in relation to CSR issues. Each business unit also organises awareness campaigns focusing on its own challenges and achievements.

### 3 / AN EMBEDDED APPROACH TO CSR SUPPORTED BY STRONG GOVERNANCE PRACTICES

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 offices. 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.

In 2014, 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

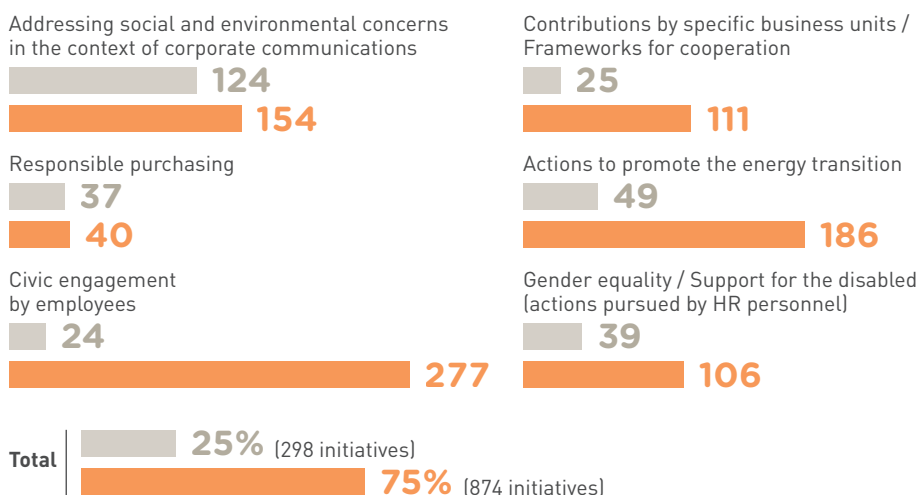
representatives of all La Poste businesses and of subsidiary holding companies, supplemented by a number of meetings focusing on the roll-out of the approach and the sharing of experiences relating to measures already implemented.

#### Expanding the reach of the Group's best practices to all French regions

In 2014, the Group's 21 regional offices reported a total of 1,172 initiatives in pursuit of the Group's responsible development strategy, 75% of which are being developed with external stakeholders.

These initiatives may be divided into six categories, as shown below:

#### Initiatives in pursuit of the Group's responsible development strategy



■ With internal stakeholders ■ With external stakeholders

#### CSR in relation to collective goals, managerial performance targets, internal control and decision-making processes across the Group

Responsible development criteria are an integral part of Le Groupe La Poste's managerial approach.

Progress made towards the achievement of sustainability performance objectives is monitored on an ongoing basis as part of the business metrics dashboard submitted for review by the Chairman and during the performance reviews conducted with each of the Executive Committee members entrusted with high-level operational responsibilities.

All of the Group's management personnel, from Executive Committee members to team leaders, execute on annual roadmaps covering a range of economic, environmental and social aspects.

Frequently mentioned topics include encouraging the development of responsible products and services, reductions in CO<sub>2</sub> emissions, solidarity purchases, gender equality in employment and pay, and quality of life in the workplace. Performance by managers in relation to all of these CSR indicators determines a portion of their variable remuneration. Individual performance targets for a number of Group managers are also tied in particular to environmental criteria (Executive Committee members and the managers who report directly to them as well as regional managers within each business unit). At La Poste, the incentive scheme set up for employees takes

into account the following criteria: improvements in accessibility for people with reduced mobility to public buildings in the Group's directly owned portfolio, total emissions offset by their companies through La Poste's carbon neutrality programme, as well as average waiting times at post offices.

Economic, social and environmental impacts are systematically analysed as part of the assessment

of all projects considered as significant, in terms of the amounts or issues involved. Project managers are made aware of all key analysis findings.

Sustainability concerns are addressed by the Group's internal control and risk management procedures: the Group regularly updates its legal reference guide relating to these concerns and the annual self-assessment matrix includes questions relating to CSR.

## Stakeholder engagement

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. Owing to its widespread 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.

### A constant focus on stakeholder topics and concerns G4-24, G4-25, G4-27

Le Groupe La Poste identifies and selects the stakeholders with whom it engages in various ways. The men and women of Le Groupe La Poste have always been important stakeholders for the Group since their well-being and capabilities are essential to operational performance and value creation.

The Group's customers are also essential stakeholders because their input is vital for the development of products and services that address their concerns and meet their sustainability needs. More recently, the Group has identified suppliers and subcontractors as significant stakeholders as part of its commitment to responsible purchasing. Furthermore, a range of NGOs and other non-profit organisations have become Group partners either as a consequence of views or analyses concerning the Group communicated through the media or other channels, or when the Group has found frequent expert assistance in specific areas to be highly beneficial in order to honour its civic commitments. The Group's long-standing partnerships of the latter type include that maintained by La Poste with the World Wildlife Fund in relation to environmental issues and with Transparency International for the prevention of corruption.



### 3 / AN EMBEDDED APPROACH TO CSR SUPPORTED BY STRONG GOVERNANCE PRACTICES

The table below provides an overview of Le Groupe La Poste's key stakeholders, their expectations and the ways in which the Group engages with them.  G4-24, G4-25, G4-26, G4-27

STAKEHOLDER CATEGORY	SPECIFIC STAKEHOLDERS IN CONTACT WITH THE GROUP	MAIN EXPECTATIONS	BACKGROUND OF THE RELATIONSHIP	PRINCIPAL STRUCTURES	KEY PROCESSES
<b>Shareholders</b>	<ul style="list-style-type: none"> <li>French state (73.68%) and Caisse des Dépôts et Consignations (26.32%), which became La Poste's second shareholder following the change in legal status to a limited company ("Société Anonyme")</li> </ul>	<ul style="list-style-type: none"> <li>Financial performance and sustainability of the business model (long-term value creation)</li> <li>Management of risks to the Group's reputation</li> <li>Contributions to the fulfilment of commitments made to the French government (regulatory compliance in relation to corporate social responsibility and public service obligations)</li> </ul>	<ul style="list-style-type: none"> <li>La Poste has been a limited company ("Société Anonyme") in full public ownership since 1 March 2010.</li> </ul>	<ul style="list-style-type: none"> <li>Board of Directors and its specialised committees, in particular the Quality and Sustainable Development Committee</li> </ul>	
<b>Customers and consumer organisations</b>	<ul style="list-style-type: none"> <li>Services-Mail-Parcels: all French businesses and all individuals living in France or visiting the country</li> <li>La Banque Postale: retail banking customers, including solutions particularly geared to financially vulnerable individuals; private banking, corporate and institutional customers, offered investment management, estate and tax planning advice as well as insurance products</li> <li>17 consumer organisations, arising from three main spheres of influence: working families, trade unions and specialised consumer advocates</li> </ul>	<ul style="list-style-type: none"> <li>Attentiveness to concerns, community involvement, responsiveness to changing requirements, fast handling of complaints</li> <li>Consideration and respect for customers, their needs and interests, measures to support vulnerable customers</li> <li>Clear information on offerings and pricing policies</li> <li>Innovations of benefit to society and of general interest</li> <li>Offerings accessible to everyone, including vulnerable customers</li> <li>Useful everyday services providing environmental and/or social benefits</li> <li>Employment model conducive to quality of service</li> </ul>	<ul style="list-style-type: none"> <li>Throughout the Group's history, its engagement structures and processes targeting customers and consumer organisations have been adapted in line with the changes in La Poste's legal status.</li> <li>A personalised approach to the management of key accounts and corporate customers by all business units and logistics subsidiaries has been in place since 1990.</li> <li>In 1989, the Group instituted a formal process for dialogue with consumer organisations, which is coordinated by the Group ombudsman.</li> </ul>	<ul style="list-style-type: none"> <li>One member of the Board of Directors, appointed by decree, who also serves on the Quality and Sustainable Development Committee, representing consumers in France</li> </ul>	<ul style="list-style-type: none"> <li>Referral of specific matters to the Group ombudsman</li> <li>Consultation with consumer organisation representatives in meetings or working groups around specific issues</li> <li>Presentations to the Quality and Sustainable Development Committee and exchanges with its members</li> <li>Surveys and opinion polls</li> </ul>

STAKEHOLDER CATEGORY	SPECIFIC STAKEHOLDERS IN CONTACT WITH THE GROUP	MAIN EXPECTATIONS	BACKGROUND OF THE RELATIONSHIP	PRINCIPAL STRUCTURES	KEY PROCESSES
<b>Employees and their representatives</b>	<ul style="list-style-type: none"> <li>• All Group employees and in particular those of La Poste as well as their trade unions (CFDT, CFTC, CGT, FO, SUD, UNSA)</li> <li>• Employee representatives, or their equivalent, at the Group's subsidiaries within and outside France</li> </ul>	<ul style="list-style-type: none"> <li>• Job and employment quality, working conditions (health, safety, well-being)</li> <li>• Participation by employees in the Group's development</li> <li>• Measures to enhance employability; career guidance and support</li> <li>• Equality of access to jobs, promotions and other career opportunities</li> <li>• Transparency in employee relations</li> <li>• Recognition of achievements and know-how</li> <li>• Involvement of all Group personnel in promoting CSR</li> <li>• Willingness to take part in the roll-out of tangible CSR initiatives, and especially those in the area of social solidarity</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys, study groups, and employee consultation processes have been organised since 1988 on a regular basis.</li> <li>• The Group has long-established relations with trade unions, which have been reinforced over the last six years.</li> <li>• Le Groupe La Poste is widely known for its pioneering participatory initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Employee representative bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Employee relations survey</li> <li>• Range of other surveys, including CSR surveys, working groups monitoring qualitative and quantitative indicators</li> <li>• "Espaces Temps Communication" (frequent brief meetings between managers and their teams to share information and discuss current issues and concerns)</li> <li>• Referral of specific matters to the Group's workplace quality of life officer (position created in 2012)</li> <li>• Personalised support for postal workers (centralised complaint-handling service via e-mail), introduced in 2011</li> </ul>
<b>Local elected officials and authorities</b>	<ul style="list-style-type: none"> <li>• All French and European local elected officials</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with public service commitments and regulations</li> <li>• Visible presence in communities, including in underprivileged areas</li> <li>• Products and services offered to all customers, even the most vulnerable</li> <li>• Participation in local and regional projects to promote sustainable development: "plans climat" (French regional climate protection strategy plans), Agenda 21, SCRAEs (French regional climate-air-energy schemes), urban planning, rural development</li> <li>• Contributions to employment policies in favour of marginalised populations</li> </ul>	<ul style="list-style-type: none"> <li>• Over the last 14 years, the Group's mechanisms and processes for dialogue with local elected officials have been increasingly formalised and structured so as to better address the concerns of these stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• One member of the Board of Directors, appointed by decree, represents French regional authorities</li> <li>• CDPPTs (French departmental bodies dedicated to examining local and regional planning issues as they affect postal services)</li> <li>• Partnerships with the main French mayors' association (AMF), the association of French regions (ARF), the French association of big city mayors (AMGVF), the French association of mayors in rural areas (AMRF), the French association of elected officials from mountainous regions (ANEM)</li> </ul>	<ul style="list-style-type: none"> <li>• Survey and opinion polls</li> <li>• Meetings and working groups involving the participation of the CDPPT members as well as local elected officials and other authorities</li> <li>• Meetings and working groups organised in the context of the Group's partnerships with the associations of elected officials listed opposite</li> </ul>

### 3 / AN EMBEDDED APPROACH TO CSR SUPPORTED BY STRONG GOVERNANCE PRACTICES

STAKEHOLDER CATEGORY	SPECIFIC STAKEHOLDERS IN CONTACT WITH THE GROUP	MAIN EXPECTATIONS	BACKGROUND OF THE RELATIONSHIP	PRINCIPAL STRUCTURES	KEY PROCESSES
<b>Suppliers and subcontractors</b>	<ul style="list-style-type: none"> <li>Contractual relations maintained with more than 30,000 suppliers and subcontractors</li> </ul>	<ul style="list-style-type: none"> <li>Long-term business ties with firm procurement commitments</li> <li>Compliance with contractual commitments and payment periods</li> <li>Contract award conditions that give everyone a chance while honouring CSR commitments</li> <li>Support for efforts to develop more responsible products and services</li> <li>Recognition and support for the development of innovation</li> </ul>	<ul style="list-style-type: none"> <li>Suppliers and subcontractors are an important focus for the Group's stakeholder engagement processes, given their continually rising numbers since La Poste became an autonomous public enterprise at the start of 1991.</li> </ul>		<ul style="list-style-type: none"> <li>Purchasing charter, purchasing specifications</li> <li>Joint design and construction processes for equipment in use, involving the participation of suppliers and staff</li> <li>Working groups examining ways to promote the development of the social and solidarity economy through procurement, with the participation of SE enterprises able to act as suppliers</li> </ul>
<b>Organisational partners (NGOs and other non-profit organisations)</b>	<ul style="list-style-type: none"> <li>France Nature Environnement (FNE), World Wildlife Fund (WWF), Planète Urgence (PU), France Volontaires (FV), France Terre d'Asile (FTDA), Transparency International, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Openness to dialogue and cooperation in relation to work carried out under partnerships</li> <li>Transparency of practices and communication</li> <li>Commitment to high standards of regulatory compliance and business ethics</li> <li>Access to postal and banking products and services for everyone</li> <li>Contributions by the Group to national and local solidarity initiatives as well as the expansion of CSR activities</li> </ul>	<ul style="list-style-type: none"> <li>With many of these partners, the Group signs multi-year sponsorship agreements.</li> </ul>		<ul style="list-style-type: none"> <li>Relations with partners structured through sponsorship agreements or other arrangements</li> <li>Assistance provided by the Group with governance aspects</li> <li>Participation in bilateral committee meetings held once or twice a year to review progress and in working groups</li> <li>Requests for expert opinions formulated by organisations</li> <li>Signing of charters or manifestos</li> </ul>

STAKEHOLDER CATEGORY	SPECIFIC STAKEHOLDERS IN CONTACT WITH THE GROUP	MAIN EXPECTATIONS	BACKGROUND OF THE RELATIONSHIP	PRINCIPAL STRUCTURES	KEY PROCESSES
<b>Other companies and groups</b>	<ul style="list-style-type: none"> <li>• The Group engages with these stakeholders in particular through partnerships with or membership in a number of employer networks and organisations: Entreprises pour l'Environnement (EpE), Association Française des Managers de la Diversité (AFMD), Club Développement Durable des Établissements et Entreprises Publics (CDDEEP), Avere-France, Association Française des Entreprises Privées – Mouvement des Entreprises de France (AFEP-MEDEF), Confédération Générale des Petites et Moyennes Entreprises (CGPME), Nos Quartiers ont des Talents (NQT), Institut du Mécénat de Solidarité (IMS), etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Openness to take part in exchanges of best practices</li> <li>• Joint advocacy or shared commitments</li> <li>• Joint development of shared tools and methods</li> <li>• Joint development of solutions for implementation difficulties</li> </ul>	<ul style="list-style-type: none"> <li>• The Group has long been an active member and, in some cases, a founding member of several organisations bringing together employers around economic, environmental, social and governance issues.</li> </ul>	<ul style="list-style-type: none"> <li>• The Group serves on the board of directors of a number of companies and takes part in general meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in working groups</li> <li>• Service on governance bodies of organisations</li> <li>• Coordination of bilateral or multilateral dialogue</li> </ul>
<b>Multi-stakeholder organisations</b>	<ul style="list-style-type: none"> <li>• Comité 21, Institut de l'Economie Circulaire (IEC), Observatoire de la Responsabilité Sociale des Entreprises (ORSE), Ecoles de la 2<sup>e</sup> Chance (E2C), Organisation pour le Respect de l'Environnement dans l'Entreprise (OREE), etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Open lines of communication with the Group</li> <li>• Willingness to enter into commitments relating to sustainable development issues</li> <li>• Information and feedback on commitments undertaken</li> <li>• Participation in community projects</li> </ul>	<ul style="list-style-type: none"> <li>• The Group typically either participates actively as a member of these organisations or enters into multi-year sponsorship agreements.</li> </ul>	<ul style="list-style-type: none"> <li>• Board of Directors and its Quality and Sustainable Development Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in working groups and bilateral review meetings</li> <li>• Signing of partnership agreements, charters and manifestos</li> </ul>

### Group strategy informed by stakeholder consultation

To build its new strategic plan “La Poste 2020: Conquering the Future”, Le Groupe La Poste sought the input of all its stakeholders in 2013 through a consultative process on an unprecedented scale over the course of the year. Employees, national associations representing elected officials, consumer organisations, individual consumers and business clients, trade unions and shareholders were all given opportunities to convey their expectations. Their contributions were essential to the definition of La Poste’s strategic objectives. This process has illuminated the way forward: La Poste needs to step up its growth, maintain and modernise its public service missions, develop new services in the public interest, build a sustainable future for every employee, improve its competitiveness and return to a sound financial footing.

### Simpler, more flexible offerings

During the conferences of citizens in 2013, La Poste’s customers made clear their interest in simpler, more flexible offerings. With effect from 1 January 2015, La Poste enhanced the continuity and cohesiveness between the products and services of the Mail and Parcels businesses, recognising the need to simplify the process for the mailing of small objects, documents or goods under 3 cm thick and weighing up to 3 kg. In addition, La Poste now offers a wider range of prepaid and unpaid packaging as well as the “Lettre suivie”, a new, more affordable tracked letter delivery for small objects, documents or goods also up to 3 cm thick. La Poste continues to focus efforts on reconfiguring the customer experience at post offices, through three main pathways:

- a “Ready to Send” counter for documents, small objects or goods under 3 cm thick and up to 3 kg, offering a range of prepaid letter and small parcel packaging products;
- a “Prepare it Yourself” self-service counter allowing customers the freedom to select the appropriate packaging for their shipments (with tools and equipment to guide them in their choice) and then purchase the necessary postage; and
- the option for customers to prepare their own packaging at their homes or offices, using any one of the various means available to purchase the necessary postage (traditional counters, automated postal machines, and laposte.fr for online postage at reduced rates).

### Strengthened ties between La Banque Postale and La Poste Network

“La Poste 2020: Conquering the Future” has also given rise to new organisational principles, introduced in 2014, largely in response to the views expressed by stakeholders over the course of 2013. One of these is the focus on unlocking synergies between La Banque Postale and La Poste Network, which is being achieved thanks to new, unified processes for human resources management, also giving managers directly in contact with customers greater decision-making authority. This approach is already helping to improve relations with the Group’s customers and is certain to drive growth in the Group’s banking activities, a key focus of the strategic plan. In addition, 2014 marked the inauguration of a joint training programme, École de la Banque et du Réseau La Poste, whose aim is to build skills among the 70,000 staff of La Banque Postale, La Poste’s Financial Services and the Network, offering them new career paths, in line with the strategic plan’s objectives. This programme is a key priority for La Banque Postale as it seeks to enhance its expertise in all its markets, particularly in the areas of asset management and services provided to professional customers. Furthermore, by announcing investments in its information systems and digital technologies, La Banque Postale is moving from a predominantly physical to an omni-channel service environment.

### Superior quality of service in the fulfilment of public service missions

The first meeting of the monitoring committee formed to assess the Group’s performance under the public service agreement with the French state for the period 2013-2017 was held on 31 October 2014, chaired by French economy minister Emmanuel Macron. The committee, which comprises representatives from a range of stakeholders, including trade unions, consumer organisations and the French postal industry regulator, together with Philippe Wahl and other Group senior executives, took the occasion to reaffirm the attachment of the French state, La Poste and all its stakeholders to the accomplishments and long-term viability of the public service missions attributed to La Poste. At the meeting, all of the stakeholders commended the superior quality of service assured by La Poste in the fulfilment of its public service missions.

### Materiality assessment process

For the preparation of its first materiality matrix over the course of 2014, the Group benefited from the support of a number of its long-standing NGO partners – including C3D, ORSE, Comité 21, IMS, FNE and Orée – often in the context of working groups and seminars focusing on various aspects of corporate social responsibility. The Group evaluated sustainability frameworks and standards, engaged with its stakeholders and gathered feedback, ultimately focusing on 13 major categories of social and environmental issues, along with their associated risks and opportunities. The analysis of these issues continues in 2015, with the aim of setting 2020 targets for the indicators most representative of the Group's priority challenges.

### A closer look at a few of Le Groupe La Poste's sustainability partnerships

#### A key partnership with WWF



Under a partnership with the World Wildlife Fund (WWF) launched in 2008, La Poste first performed an assessment of the environmental risks associated with mail activities and since then has continued to collaborate with the WWF to verify progress made and develop action plans and measures to protect the environment. This partnership has also provided the opportunity to highlight the full extent of La Poste's environmental performance and commitment, long demonstrated through its efforts to use paper in a sustainable manner and to reduce CO<sub>2</sub> emissions. In 2013, this agreement was renewed for an additional three years and is now mainly focused on philanthropic support for WWF's conservation work, and in particular its actions to promote reforestation and the sustainable city.

### A pioneering partnership initiative for forestry projects in central France

Together with GIP Massif Central, a public interest grouping bringing together the regional councils of Auvergne, Bourgogne, Languedoc-Roussillon, Limousin, Midi-Pyrénées and Rhône-Alpes, and the Centre National de la Propriété Forestière (CNPF), the Services-Mail-Parcels business unit drafted an agreement in 2015 relating to a six-year partnership, in support of a key sustainable forestry initiative in France. The initiative involves the development of a pilot project to test forest management practices in connection with the future national French carbon standard currently being developed by CDC Climat with the support of French government authorities. La Poste's contribution relates in particular to adaptation, improved forestry management techniques and replanting efforts to help combat climate change.

### GeoPost promotes sustainability through innovative partnerships



#### Enercoop

Among its many innovative partnerships to promote sustainability, GeoPost encourages its entities to experiment with forward-looking approaches in order to improve energy efficiency at its facilities. Its subsidiary Chronopost has thus chosen Enercoop, the first and largest cooperative 100% renewable energy supplier in France, to power its new urban logistics centre in the Beaugrenelle district (Paris 15<sup>th</sup>) as well as the company's Place de la Concorde centre. Apart from its ecological merits, this initiative also demonstrates Chronopost's strong social commitment, since the company has also signed on as a member of the cooperative. The first player in the French transportation sector to enter into a partnership with this type of supplier, Chronopost has every intention of extending this model to its other sites, drawing on its experience and extensive testing at the Beaugrenelle centre.

New urban logistics centre in the Beaugrenelle district (Paris 15<sup>th</sup>).





### 3 / AN EMBEDDED APPROACH TO CSR SUPPORTED BY STRONG GOVERNANCE PRACTICES



#### Mooville by Muses

Both Exapaq<sup>(1)</sup> and Chronopost have selected the Mooville, the new electric urban delivery vehicle designed and manufactured in France by Muses, to equip their networks. Exapaq began its partnership with an initial order of 10 vehicles in 2013. Chronopost, whose partnership with Muses dates back to 2010 and includes assistance and advice provided to the start-up at various phases in the design and development of the Mooville, recently signed a memorandum of understanding establishing a blanket purchase order for the vehicles over a period of five years (2014-2018).



#### Ashoka

GeoPost supports the work of Ashoka, an international organisation renowned for having named, created and pioneered the global field of social entrepreneurship. Recently renewed for the period 2014-2016, this partnership involves financial assistance provided in Europe for Ashoka's Fellows programme, particularly in the areas of mobility and employment, in support of the process for selecting Fellows as well as the arrangement of scholarships and mentoring assistance, and for the organisation's Changemakers Challenge social innovation competition.

#### GeoPost works with social entrepreneurs to improve last-mile delivery

As part of its partnership with Ashoka, GeoPost launched a call for projects on "the last mile of delivery" to social entrepreneurs in order to simplify deliveries for customers and reduce their environmental impact.

#### Poste Immo, a strong public commitment

For a number of years, Poste Immo has demonstrated its robust commitment to sustainability, through internal and external initiatives, at both the regional and national levels. Its own Commercial Building Charter serves as a shared reference framework across the Group to ensure that the occupation plans drawn up by La Poste for its facilities take into consideration all aspects essential to decision-making processes: floor area, costs, occupancy, comfort, effectiveness in reception areas, and sustainable development. Poste Immo has signed the charter relating to the Plan Climat for Paris, the city's climate protection strategy plan, involving commitments to reduce energy consumption by buildings.

At the national level, Poste Immo is a signatory of the Energy Efficiency Charter for Public and Private Commercial Buildings, an initiative of Plan Bâtiment Durable, France's official green building plan, which has established a task force to develop and implement measures to reduce energy use by and greenhouse gas emissions from buildings.

#### Le Groupe La Poste's Information Systems department reduces its carbon footprint

Firmly committed to the energy transition, the Group continually seeks out partners to assist with its progress in this area. One of these is Dotgreen, selected by the Group for the joint development of a solution to help reduce the environmental impact of its information system. La Poste, Oseo and Dotgreen signed an agreement to develop GreenArgile, a tool to assess the carbon footprint of all computer equipment in use within the Group. In 2015, the Information Systems department will be using GreenArgile to analyse the benefits to be obtained from equipment changes under consideration as well as the results of the measures introduced to date.

Solar panels on the roof of the Montpellier-Mauguio industrial mail processing centre.



Mooville, the new electric urban delivery vehicle.

(1) Effective 3rd April 2015, Exapaq became DPD France.



Recy'go,  
the Group's collection  
and recycling service.

### Partnerships with the social and solidarity economy

**Recy'go** Recy'go, the Group's collection and recycling service, has steadfastly honoured one of its key commitments, which is to help disadvantaged job seekers find sustainable employment. Its partners, Nouvelle Attitude especially, facilitated the vocational integration of 34 employees in 2014, 27 of whom landed a permanent job or began further training toward a diploma upon completing the programme. La Poste has also joined forces with Les Gênets d'Or to help 650 disabled persons find employment. For the processing of discarded mobile telephones, La Poste has entered into a partnership with Ateliers du Bocage, a unit of Emmaüs.

### A culture of service pervading all interactions with stakeholders

La Poste's acclaimed "Spirit of Service" approach is based on a set of key attitudes, underpinned by the Group's values and expressed through actions and behaviours to ensure high-quality and lasting customer relationships founded upon the professionalism and commitment of employees.

These attitudes, which are determined and developed by the Group in collaboration with its customers and employees, may be divided into three main categories: respect (making every customer feel welcome), attentiveness (focusing on customer needs) and proficiency (meeting these needs in an effective and efficient manner).

Based on the principle that employee empowerment and satisfaction is critical to providing the best customer service, the "Spirit of Service" approach instils these same attitudes across all three dimensions of the service relationship – between employees and customers, between management and team members as well as between business units and departments.

Major training initiatives are helping to promote this comprehensive service-oriented approach. For example, La Banque Postale has trained more than 4,000 of its financial service centre employees in the three key attitudes and their application. All of the La Poste's divisions have integrated the "Spirit of Service" approach within the control and management of their business activities, in relation to sales and marketing strategies as well as operational aspects.

### Le Groupe La Poste's Spirit of Service is conveyed through 3 key attitudes...

#### RESPECT



#### ATTENTIVENESS



#### PROFICIENCY



### ... applied in all 3 dimensions of the service relationship

Relations between  
Employees & Customers

Relations between  
Management & Team members

Cooperation across  
Business units & Departments



## Participation in industry associations and lobbying efforts G4-16

### 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.


Apart from the open invitation extended each month to all French parliamentarians by Le Groupe La Poste's Chairman and Chief Executive Officer to attend informal breakfast meetings at the Group's head office to discuss developments in its business activities, La Poste has appointed a special representative to defend its interests before these elected officials. 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.

La Poste also partners with national associations representing elected officials as well as local and regional authorities (Mairie 2000, ARF, ADGCF, AMGVF, 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. Furthermore, 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.).

All of the Group's lobbying activities are carried out in compliance with a specific code of conduct to ensure the responsible representation of the Group's interests at all times. Adopted by La Poste's Executive Committee, this charter's principles, which govern all relationships forged by Group employees with government officials and public decision makers at either the national or European level, are grouped into three categories: compliance with laws and regulations, integrity, and mutual trust in relations with stakeholders.

Under French law, corporate contributions to political parties and candidates are prohibited.  G4-S06

Lastly, with regard to certain issues, the Group often finds it necessary to proceed with an analysis involving the participation of a range of 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** was founded in 2013 at the initiative of La Poste, along with other partners. Apart from assisting with the definition of the institute's strategy and position vis-à-vis the French government's environmental conferences, La Poste has taken 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. It also attends parliamentary meetings on the circular economy;
- **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 (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, 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.

### **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 industry and government 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.

## **Le Groupe La Poste chairs the UPU's Sustainable Development Project Group**

A representative from La Poste serves as Chairman of the Sustainable Development Project Group organised under the auspices of the Universal Postal Union (UPU). The UPU is a specialised agency of the United Nations established in 1874 whose aims are to organise and improve postal service around the world and ensure international collaboration in this area. Le Groupe La Poste actively contributes to the work of this body, by organising and leading seminars on a continent-by-continent basis intended to raise awareness of sustainable development issues among national postal service providers and help them build appropriate strategies. These seminars result in a sustainable development action plan for each participating national postal service provider. Since 2004, the Group has thus co-financed, organised and led 11 seminars in all regions of the world.

In November 2014, Le Groupe La Poste led a seminar for the Caribbean bringing together all of the region's postal service providers. Seminar participants shared their ideas, solutions and best practices, particularly in relation to measures in response to natural disasters, diversity management, as well as the development of new products and services that address sustainability needs.

## Direct economic benefits G4-EC1 .....

### REVENUE AND OPERATING COSTS

In 2014, Le Groupe La Poste generated €16.5 billion in revenues from commercial activities and €5.6 billion in net banking income for total operating revenue of €22.2 billion. Operating costs, which include purchases and other expenses, other operating revenue and expenses, and losses from asset disposals, came to €7.3 billion. Operating profit totalled €719 million, including €18 million corresponding to the Group's share in the results of joint ventures.

**€22.2bn**  
in total operating  
revenue

### EMPLOYEE WAGES AND BENEFITS

Le Groupe La Poste had an average workforce of 257,890 employees in 2014 (in terms of full-time employee equivalents), including 21,000 employees located outside France.

In 2014, the Group paid €8.7 billion in wages, salaries, bonuses and allowances, and €3.3 billion in pension contributions, other social security contributions and employee welfare costs. In 2014, the Group paid €790 million in employee taxes and levies on the basis of remuneration paid. For further details, please refer to Note 9 in chapter 20 of the 2014 Registration Document (page 320).

**€12.5bn**  
in wages and benefits

### PAYMENTS TO PROVIDERS OF CAPITAL (EXCLUDING DIVIDENDS)

In 2014, Le Groupe La Poste incurred net financing costs of €157 million and the net result of other financial items (discounting expenses plus other financial income and expenses) was an expense of €41 million.

**€157m**  
in net financing costs

### PAYMENTS TO GOVERNMENTS

La Poste benefits from favourable local tax treatment in France in recognition of its public-service missions and its contributions to local and regional development.

In 2014, Le Groupe La Poste paid €150 million in local taxes and €85 million in other taxes and levies. The Group's corporate income tax expense for the year was €182 million.

In 2014, the Group received €349 million in respect of the CICE, the French tax credit to promote competitiveness and employment.

**€235m**  
in taxes

### COMMUNITY INVESTMENTS

In 2014, La Poste made a commitment to transfer €3 million to the Fondation d'Entreprise La Poste from 2014 to 2016.

As at 31 December 2014, the commitment was €2 million.

Corporate sponsorship initiatives for Adphile (a non-profit organisation to promote stamp collection that organises numerous educational programmes) and WWF amounted to €4 million, also at 31 December 2014. La Poste's other sponsorship commitments relate to sports partnerships (€6 million). On 7 April 2014, La Poste and trade-union representatives signed an agreement on social-housing policy, which involves investments to acquire social-housing for employees in the construction programmes of social housing operators. La Poste has allocated a total of €20 million to this fund for the 2014-2016 period. As at 31 December 2014, the commitment was €14 million.

**€26m**  
in community  
investments

.....





## **4 / SUSTAINABLE “ECO-SOCIAL” DESIGNED PRODUCTS AND SERVICES THAT ARE SIMPLE, USEFUL AND AFFORDABLE**

**p. 57 /** Products that are good for the environment and society, including carbon-neutral mail, parcels, express and digital services and offerings

**p. 61 /** Multi-channel distribution, to better serve our customers

**FOR LE GROUPE LA POSTE, SETTING THE STANDARD  
IN CORPORATE SOCIAL RESPONSIBILITY MEANS PROVIDING**

**OUR CUSTOMERS** with services that are respectful of people and the environment, and which address social and environmental concerns, from design to delivery. Mail, parcel, express and digital products also offer carbon offsetting, which enables the Group and its customers to actively address the problem of climate change.

To improve customer service, Le Groupe La Poste is developing multiple distribution channels, making firm commitments to respect and satisfy customers, and working to facilitate service for all consumers.

## PRODUCTS THAT ARE GOOD FOR THE ENVIRONMENT AND SOCIETY, INCLUDING CARBON-NEUTRAL MAIL, PARCELS, EXPRESS AND DIGITAL SERVICES AND OFFERINGS

### Eco-social designed products and services G4-EN27

Le Groupe La Poste observes an eco-social design approach that takes into account not only the environmental impact of its products and services, but also their social consequences in terms of human rights, utility and accessibility. This means that environmental and social concerns are addressed during the market research, design and development phases. Marketing managers in all business units observe CSR guidelines, which are regularly updated. The Group's products and services help its customers make the transition toward sustainable energy use.

#### Some examples of eco-social designed products and services G4-EN30

##### Mail, Parcels, Express and Digital Services offerings

- All offerings of Services-Mail-Parcels, Digital Services and GeoPost in Europe are fully carbon neutral and La Poste has been guaranteeing the total carbon neutrality of all of its Mail products since 2012, at no additional cost to its customers. One of the criteria for choosing carbon-offset projects is their positive impact on people lives. In 2014, customers were given free use of the Ecoveo marking to express their concern for the environment and show that their letters and parcels are carbon neutral. In 2014, this marking was simplified to emphasise carbon neutrality and has been adapted for all La Poste subsidiaries.

<http://legroupe.laposte.fr/Decouverte/La-neutralite-carbone-une-demarche-volontaire-du-Groupe-La-Poste>

- Letters posted using the “Lettre verte” rate, which are delivered in France within two days, reduce the carbon footprint by avoiding airmail for national deliveries. Since they are only delivered during the day, they also improve working conditions by avoiding night work.
- Colissimo packages are made using up to 85% recycled cardboard, vegetable-based inks and glue

made from water and corn starch, and are recyclable.

- Standard Marianne stamps and collector stamps are made using paper sourced from sustainably managed forests and vegetable-based inks, and Ready-to-Mail products comply with French NF environmental standards.
- Seventy percent of Chronopost inflatable envelopes are made by organisations that employ the disabled persons.
- Mail's Recy'go office paper collection and recycling service creates jobs for disadvantaged jobseekers, facilitates the sorting of paper waste for office employees and contributes to the circular economy.
- All consumer products and services are affordably priced.



## La Banque Postale

- The committee that approves new products at La Banque Postale uses a check-list of 19 CSR criteria that cover such aspects as the product's design, distribution and after-sales service. LBP is developing the following range of value-added offerings:
  - Environmental: EcoPTZ, Pactys Housing, SRI funds, LBP Asset Management environmentally responsible shares, microcredit for energy precariousness.
  - Social: Livret A, Solidarity interest service, personal and entrepreneurial microcredit, simple account formula.
  - 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 offers a full range of socially-responsible investment (SRI) funds certified by Novethic and Finansol. The bank's LBC EthicEuro funds, which are managed by La Banque Postale Structured Asset Management, offer partial or full capital protection while enabling investors to profit from gains in an index composed of European companies that meet specific economic, social and governance criteria. In 2014, SRI assets under management totalled €1.2 billion.
  - La Banque Postale also provides solidarity savings products that enable its customers to donate all or part of the interest they earn on savings deposits to one of the 11 member organisations of the Initiative Against Banking Exclusion club, to which the bank belongs. The bank furthermore makes a 10% matching donation.

## GeoPost

GeoPost's services are fully carbon-offset. GeoPost's new and highly innovative Predict service informs parcel recipients of the approximate time of delivery to within one to five hours, depending on

the country, by e-mail and SMS. If recipients cannot accept delivery at that time, they may schedule a new delivery up to six days later. This considerably reduces the number of failed deliveries and greatly increases customer satisfaction. In addition to saving time for everyone, it saves transportation energy and reduces CO<sub>2</sub> emissions. Predict is currently available in 18 European countries and is being deployed to all European subsidiaries.

GeoPost's subsidiary Pickup Services offers a dense network of commercial distribution points which allow customers to choose the most suitable delivery location. The Pickup network includes over 16,000 Pickup points in Europe at year-end 2014, self-service parcel lockers located in train stations and other high-traffic areas in France, and, since 2014, three Pickup stores in train stations in the Paris area. A total of 22,000 Pickup points are expected by the end of the year 2015. 2014 also saw the launch of the Pickup Shuttle, the first service that enables consumer-to-consumer delivery of parcels at Pickup points.

## Digital Services

La Poste offers a complementary package of services that provide the best of paper and digital. Digital services are carbon neutral.





#### 4 / SUSTAINABLE “ECO-SOCIAL” DESIGNED PRODUCTS AND SERVICES THAT ARE SIMPLE, USEFUL AND AFFORDABLE

##### Mediapost SAS

In early 2014, Mediapost SAS made available Print Solidaire, its sustainable printing offer that ensures total carbon-offset of all printing products and services, including paper, printing, energy, transportation and distribution. Printing contractors have made commitments to comply with environmental criteria, contractors who employ the disabled are preferentially selected, paper is from sustainably managed forests and vegetable-based inks are used. Mediapost also enables its customers to precisely target their advertising campaigns and thus reduce the number of brochures and other materials printed. Documents are printed as near as possible to the point of delivery to reduce transportation and those that are not distributed are recycled.

##### Other Group subsidiaries

The following subsidiaries provide sustainable services for the Group's business customers.

- Véhiposte provides long-term vehicle leasing and fleet management solutions that offer substantial environmental and social value. Its services include “green” fleet management, carbon emissions reduction of company utility and employee vehicles, and promoting eco-mobility through car-sharing.

**Greenovia** • Greenovia, which provides consultancy services in responsible mobility and transportation, uses the experience and expertise that Le Groupe La Poste has gained in fleet management to help businesses and local authorities switch to more responsible forms of transportation.

**mobi•green** • Mobigreen, which initially trained postal workers in eco-driving, now provides training in electric vehicle operation and driving safety to a broad range of customers.

##### Examples of products and services that include everyone

The Postal Services Regulation Act entrusts La Poste with a public service mission that includes banking, financial and insurance services. Le Groupe La Poste is furthermore committed to making it easier for customers who are disabled, poor, are immigrants or have difficulty reading or writing to benefit from its services by providing them with information that is readily accessible and easy to understand, and personalised service when necessary.

To better serve disadvantaged customers, the La Poste service network works in partnership with four nationwide NGOs – the Red Cross, FNARS, Unis-Cité and FACE – and various local organisations. Among other things, these partnerships serve to ensure that the most disadvantaged customers know how to use La Poste's services, cash machines and other automatic distributors. Under the 2014-2016 “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 everyone. One example is the Livret A savings account, which La Banque Postale has a legal obligation to provide to anyone who wants to open one starting at 1.50 euro. These tax-free accounts can be used for various purposes, 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 also closely monitored to prevent over-indebtedness. Since 2007, the bank has been providing personal micro-credit loans in partnership with French NGOs who are in direct contact with people whose lack of financial resources excludes them from the banking system. The number of personal micro-loans rose 40% in 2014.

Furthermore, the neediest members of society, who often don't have a cheque book, can use the bank's Simplicity Account to make payments, and its fees are among the lowest on the market. Lastly, in keeping with its policy of preventing over-indebtedness and assisting customers in financial distress, La Banque Postale, in partnership with the association CRESUS, set up L'Appui, a telephone helpline that provides advice to customers who are having financial difficulties.

Here are some other examples of Le Groupe La Poste's efforts to ensure that as many people as possible are able to benefit from its products and services.

- La Poste Mobile has a mobile phone plan that costs only €3.90 a month and offers two hours of calls and unlimited text messages. In September 2013,

it began offering an all-inclusive plan at the very competitive price of less than €20 per month, including unlimited domestic calls and texts, a good data allowance and a free smartphone.

- More than 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.


- Under partnership agreements with France Terre d'Asile and OFII that aim to make it easier for immigrants and in particular, refugees and asylum seekers, to send letters and parcels and access banking and telephone services, La Poste has selected 101 post offices for this purpose and has trained 70% of these in receiving and serving migrants.



## Informing customers of the environmental impact of their consumption G4-PR3

To inform customers of the consequences of their purchase decisions and better meet their needs, 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. To meet the needs of its largest accounts and business customers, Services-Mail-Parcels uses an eco-calculator that was certified by Bureau Veritas in 2011 and 2013. 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](http://www.objectifzeroCO2.laposte.fr).

Customers may also obtain this information from sales staff at La Poste. Lastly, on its website at [www.colissimo.fr](http://www.colissimo.fr), BSCC provides a tool for the multi-criteria comparison of the main environmental consequences between a purchase online and a purchase in a physical store.

To the best of La Poste's knowledge, there were no incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling.  G4-PR4

## MULTI-CHANNEL DISTRIBUTION, TO BETTER SERVE OUR CUSTOMERS

There are three things that underpin Le Groupe La Poste's relationship with its customers — Simplification, Personalisation and Consideration.

### Firm commitments to customers

Trust is the bedrock of the La Poste brand and the cornerstone of the customer service relationship. In 2014, 70% of French people said that they trusted La Poste. To preserve and consolidate their trust, in 2009 the Group implemented a policy of continuously strengthening its customer service commitment that is monitored at a highest level of management.

This policy has resulted in the drafting of a Customer Commitment Charter for each of the Group's four customer segments. Since 2010, La Poste regularly surveys its individual, professional and corporate customers to keep up with changes in their service requirements and adapt its Commitment Charters accordingly.

Here are some examples of recent service solutions that address a specific need of each customer segment:

- individual customers, who are looking for a convenient solution for receiving e-mails and storing important files and documents online, can use our Digiposte secure digital safe, which can be accessed from any home computer connected to the Internet or from a smartphone or tablet;
- professionals and SME customers, who don't have time to waste, are issued PRO cards that entitle them to faster service at dedicated counters in Customer Service Centres and post offices;
- corporate customers, who need specifically tailored services, have a dedicated customer service representative. If this person is transferred, they will be informed in writing a month in advance to schedule a meeting with their new representative and prepare the transition;
- key account customers are looking for a strong partnership. This is why La Poste organises Strategic Committee meetings at least once a year with each of these customers, to review the business relationship, determine what needs to be improved and develop joint projects.

This commitment to service has produced concrete results and enabled steady progress. For example:

- in 2014, the customer waiting time for leaving and picking up mail and parcels at the 1,000 largest post offices was reduced to an average of 2.12 minutes and 93.5% of customers were served in less than five minutes;
- 92.1% of failed deliveries of registered letters were successfully delivered the second time;
- 98.2% of mail that could not be delivered due to a disruption in mail service, was delivered the next day. Otherwise, the sender was entitled to automatic reimbursement;
- 94.3% of complaints were acknowledged within 48 hours and 94.7% received a response by the announced deadline.

This quality of service would not have been achieved without the deployment of action plans in La Poste post offices and other entities to handle customer concerns more effectively, strengthen staffing, simplify Internet complaint forms and develop online methods for measuring customer satisfaction.

### Advice that customers can trust

Advice that is reliable and aligned with the customer's needs is the foundation of a strong business relationship. For its branch offices, La Banque Postale has developed a comprehensive customer advisory system which comprises a Business Ethics Handbook that stress the importance of responsible sales practices and a Semantic Guide that presents the bank's basic principles and values and provides guidelines for presenting services to customers with clear, simple and transparent language.

La Banque Postale has always strived to ensure that its products are suited to its customers' situations and needs.

To build solid relationships with its customers, in 2005 the bank set up a method based on a comprehensive review of the customer's financial situation that

ensures that all advice will effectively address his or her current and future needs. This method, known as the Seven Winners Method, has since earned the recognition of CSR rating agencies.

Advisors are responsible for the quality of the advice they provide. In 2012, a tool was deployed that enables advisors to comprehensively assess the financial needs of their customers, while informing them and working with them to find the most appropriate financial solution. La Banque Postale has structured its banking advisory process to identify and understand customer needs as effectively as possible and offer them the most suitable products. For example, when the bank was founded, it immediately set up a network of 685 real estate specialist advisors, which in 2013 was expanded to include 45 mortgage lending

advisors. The bank has also trained advisors to deal with the particular needs of business customers, NGOs and social housing organisations. Regular training is also provided to maintain a high level of service quality.

Lastly, the quality of advice and the development of a lasting relationship are underpinned by a sales management system that provides thorough training and guidance to customer advisors and individual and group remuneration incentives that are based on both quantitative and qualitative criteria, in accordance with the customer's interest. Each advisor also signs an annual "performance contract" and meets with his or her supervisor three times a year for a performance assessment.

## Facilitating services for consumers

Le Groupe La Poste has a multi-channel Consumers Service system that consists of a telephone helpline that can be reached with a single short number (3631) at the standard call rate, a Consumers' Space on the home page of the Group's Web portal at [www.laposte.fr](http://www.laposte.fr), and a single postal address, at Service Consommateurs – 99999 La Poste. Each month, an average of over 900,000 calls are made to the 3631 number, almost 149,000 unique visitors consult the online Customer Service area, and over 19,000 paper claim forms are posted to the Customer Relations department. Lastly, the automatic semantic analysis of complaints was tested in 2014 in view of eventually enabling the continuous qualitative vocal analysis of customer 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 @lilaposte.

In 2014, La Poste was awarded first prize in the Services Companies category at the TNS Sofres – Bearing Point Customer Relationship Podium Awards. The Group's Consumer Services department has received NF Service "Customer Relationship Centre" certification for its Mail, Parcel and Network platforms, and Docapost had its Corporate Social Responsibility label in the Outsourced Customer Relationship Centre category renewed for another three years.

## Improving customer-perceived quality in post offices G4-PR5



### OVERALL SATISFACTION OF FRENCH CUSTOMERS

(1) Source: BVA Barometer Survey 2014.

The satisfaction rating of La Poste's French customers increased from 89% to 91% in 2014, in keeping with the upward trend that the BVA satisfaction survey has observed over the past seven years. According to a 2014 IPSOS survey, the positive satisfaction rating of customers questioned immediately after leaving a post office was even higher, at 95%.

This success is the result of specific actions to improve service, for example to reduce waiting time (which decreased from an average of 3.58 minutes to 2.12 in 2014) and to comply with the requirements of AFNOR's Service Standards certification, which 1,434 post offices had achieved by the end of 2014.

## Responsible communication

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 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 underway in three regions (Aquitaine, Midi-Pyrénées, Pays de la Loire), where all communicators, both at Group level and in each business unit, are currently working to harmonise their practices.

## Reaching everyone through multi-channel service delivery

Le Groupe La Poste believes that it should be easily accessible to everyone, regardless of whatever means are used to access its services, whether at a local post office, using an automated teller machine, by telephone or over the Internet.

In collaboration with concerned associations, La Poste has prepared three information brochures on accessing its services specifically for these organisations to distribute to the traveller community, people with disabilities and migrants.

On 13 March 2014, a third partnership agreement was signed with France Terre d’Asile (FTDA), an NGO that provides assistance to refugees. This four-year agreement supplements the broader agreement signed with OFII, the French Immigration and Integration Bureau, in October 2012, and which involves training post-office personnel and adapting procedures to handle immigrants. An employee volunteering programme was added for the first time in 2014.

To improve accessibility for people with reduced mobility, the Group has prepared a plan to bring its post offices and other premises open to the public up to regulatory standards.



At the end of 2014, approximately 89% of directly owned facilities<sup>(1)</sup> were accessible to persons with reduced mobility. Since 2007, 1,530 post offices have been upgraded to comply with reduced-mobility standards, including 151 in 2014. Fifty-two percent of leased premises are physically accessible to people with disabilities. For these premises, Poste Immo is pursuing its campaign to inform and raise the awareness of institutional and individual lessors. Specific adaptation plans for local government agencies (which account for 70% of lessors) will be completed in 2015, and most are expected to be accessible for all types of disabilities within three years.

Furthermore, 166 cash machines outside of post offices were made disability-compliant in 2014, bringing the total number to 4,690, or 96% of the Group's cash machines (which are therefore accessible to the disabled or located in an office where at least one cash machine is accessible).

Online access via webcam and in French sign language is available for the deaf and hearing-impaired. In May and June 2014, a film promoting this service was shown on TV screens in post offices. Natural language processing on the 3631 voice server has been extended and a continuous process for automatically checking the accessibility of online forms has been implemented. Furthermore, [www.laposte.fr](http://www.laposte.fr) complies with the "Silver" criteria of current French standards of accessibility for the visually impaired.

The ongoing effort to convert the post office network into modern Customer Service Spaces addresses all CSR concerns, including ensuring accessibility, using eco-designed materials, reducing energy consumption, and improving customer orientation, service and the quality of advice. Post offices and Relais Poste outlets have been equipped with tablet computers to further facilitate access to products and services.

Proximity is crucial to accessibility. In addition to its public service mission of contributing to regional development, Le Groupe La Poste also wants to make it easier for people to use its services. To improve access to its postal, banking and telephone services, Le Groupe La Poste supplemented its collection of digital documents with a brochure dedicated to persons with an intellectual disability.



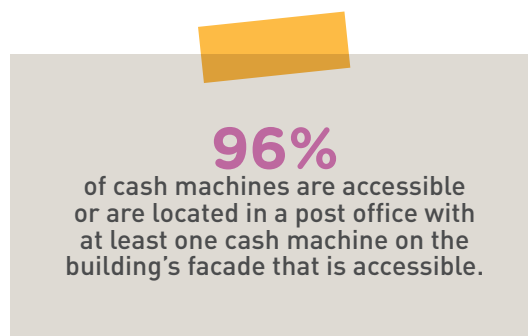
#### Making La Poste facilities accessible to everyone



EXTERNAL ACCESSIBILITY RATIO  
OF BUILDINGS OPEN TO THE PUBLIC<sup>(1)</sup>  
(OWNED BUILDINGS MANAGED BY POSTE IMMO)

People with reduced mobility can also access 84% and 51% of the post offices that La Poste owns or leases respectively. Ninety-six percent of cash machines are accessible to people with reduced mobility or are located in a post office that has at least one cash machine that offers this accessibility. Efforts are also underway to increase accessibility for people who suffer from other disabilities.

For example, 1,769 automatic postage machines are now accessible to the visually impaired, while deaf and hearing-impaired customers can now access service over the Internet.



<sup>(1)</sup> Excludes properties being sold. Poste Immo, the Group's real estate subsidiary, manages 11,662 buildings representing a total area of 6.8 million sq. metres, of which 59.5% is owned by the Group.

## **5 / DEVELOPING PROFESSIONAL SKILLS – THE LABOUR-MANAGEMENT AGREEMENT ("LE PACTE SOCIAL")**

**p. 67 / Human resources**  **G4-10**

**p. 69 / The Labour-Management Agreement  
("Le pacte social")**

**p. 70 / A responsible employment policy**

**p. 72 / Enhanced support for local HR management**

**p. 73 / Career development, training and promotion**

**p. 76 / Diversity and equal opportunity**

**p. 80 / Health and safety – Quality of life  
in the workplace**

**p. 83 / Overall remuneration policy**

**p. 85 / Labour-management relations,  
agreements and benefits**

## **LE GROUPE LA POSTE HAS ADOPTED A POLICY OF RESPONSIBLE GROWTH**

that seeks to improve performance while demonstrating exemplary behaviour towards employees, society and the environment. Sustainable development is based on a strong employment model that promotes quality jobs, equal opportunity, diversity in the workplace and support for career-development projects. In 2014, La Poste continued to deploy the initiatives agreed under the Agreement on Quality of Life at Work, signed in January 2013.

To ensure that La Poste will continue to grow responsibly in a rapidly changing environment and that each employee will be actively involved and benefit from its transformation, a Labour-Management Agreement was also drawn up.

It is the human resources component of the current strategic plan “La Poste 2020 – Conquering the Future” (see below for more information about the Labour-Management Agreement).

2014 was also a key year towards the development of an increasingly democratic approach to dealings with employees, whose representatives were elected in December, and in terms of labour-management relations, with negotiations that began in May resulting in the signing of three major agreements on 5 February 2015. This attests to the Group’s common determination to make its transformation a success that will be beneficial to all employees.



## HUMAN RESOURCES G4-10

Confronted with new challenges, La Poste is changing. The Labour-Management Agreement, the human resources component of the strategic plan, accompanies the postal workers so they can be both actors and beneficiaries of this transformation. Training, professional development, occupational health and safety are the three pillars. By building tomorrow's La Poste together, we are creating a future for each postal worker.



**Sylvie François**  
Group Executive Vice-President  
and Director of Human Resources and Labour Relations

Le Groupe La Poste's total average workforce in 2014 was 257,891 full-time equivalents, which is 3.2% less than in 2013.

### La Poste's workforce over three years



The decline in mail volumes accounts for the bulk of workforce reduction.

### The Group's workforce in France

TOTAL INDIVIDUAL STAFF MEMBERS AS AT 31 DECEMBER

	2013	2014
La Poste parent company	238,699	231,347
La Banque Postale	3,619	3,942
Sofipost	19,897	18,395
GeoPost	5,531	5,531
Poste Immo	638	644
Other	38	40
<b>TOTAL</b>	<b>268,422</b>	<b>259,899</b>

Over the past three years the number of permanent contracts at La Poste has increased by 2,826 (+2.7%) while the number of fixed-term contracts has declined by 1,171 (-7.1%).

### Breakdown of and change in the physical workforce at 31 December 2014

TOTAL INDIVIDUAL STAFF MEMBERS AS AT 31 DECEMBER

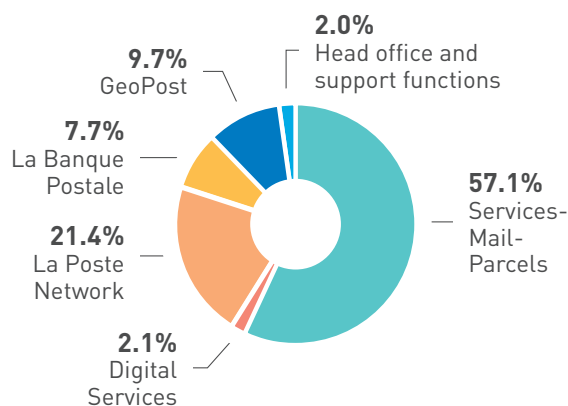
Indicators	2012	2013	La Poste	La Poste, La Banque Postale and Mediapost SAS
			2014	2014
<b>Total headcount as at 31/12 (individuals)<sup>(1)</sup></b>	243,172	238,699	<b>231,347</b>	<b>245,081</b>
Of which on fixed-term contracts	16,491	16,912	<b>15,320</b>	<b>16,031</b>
Women	51.2%	51.5%	<b>51.8%</b>	<b>51.2%</b>
Men	48.8%	48.5%	<b>48.2%</b>	<b>48.8%</b>

(1) State employees, permanent employees and temporary employees are taken into account. Per agreement, state employees under employment contracts on secondment in the subsidiaries are recognised in the headcount of these subsidiaries as permanent contracts.

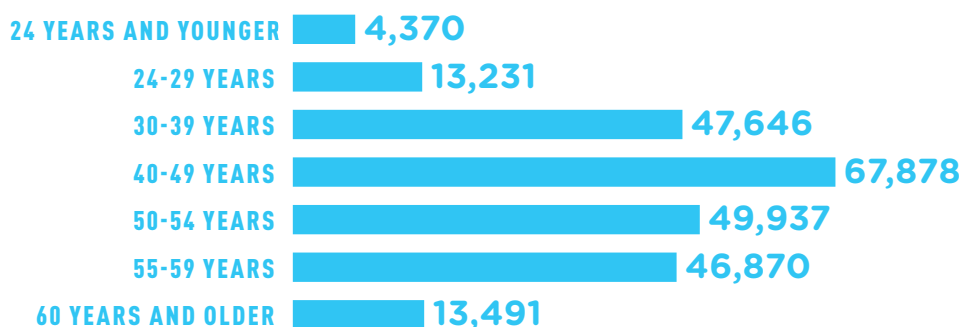
Changes in headcount are solely due to natural departures and hires, and robust recruitment by subsidiaries. La Poste employs no workers who are legally recognised as self-employed. The activities of the Services-Mail-Parcels business unit are seasonal

in nature and require the recruitment of additional staff on a temporary basis during the year-end holiday period. In 2014, the number of temporary workers employed by La Poste reached 3,157 staff-year equivalents.

### Workforce breakdown by business unit



### Workforce breakdown by age for the Group in France



HEADCOUNT OF STATE<sup>(1)</sup> (OR CIVIL-SERVANT) AND PERMANENT CONTRACT EMPLOYEES AT 31 DECEMBER

One of the Group's key concerns is to facilitate the transfer of experience and knowledge between generations by enabling seasoned employees nearing retirement to serve as mentors to young co-workers.

The proportion of employees age 55 and older at La Poste SA increased from 23.5% in 2013 to 25.5% in 2014.



- **The scope of information**
- Most of the information in this section concerns La Poste, which accounts for 89% of the Group's workforce. Given recent decreases in mail volumes, La Poste also faces some of the most challenging employment issues.

(1) Since La Poste became a limited company in 2010, "state employees" (or "civil-servant employees") are no longer employed by the French government but have retained their civil-servant status.

## THE LABOUR-MANAGEMENT AGREEMENT ("LE PACTE SOCIAL")

The Labour-Management Agreement is composed of four commitments to enable each employee to engage in and benefit more fully in La Poste's transformation:

- training, to adapt to changes in service requirements and to the needs of employees;
- career development, to inform employees about their future career prospects, encourage mobility and support redeployment efforts more effectively;
- occupational safety, health and quality of life, to ensure a safer environment and address age-related issues more effectively;
- training of managers in HR issues and development of HR activities and skills.

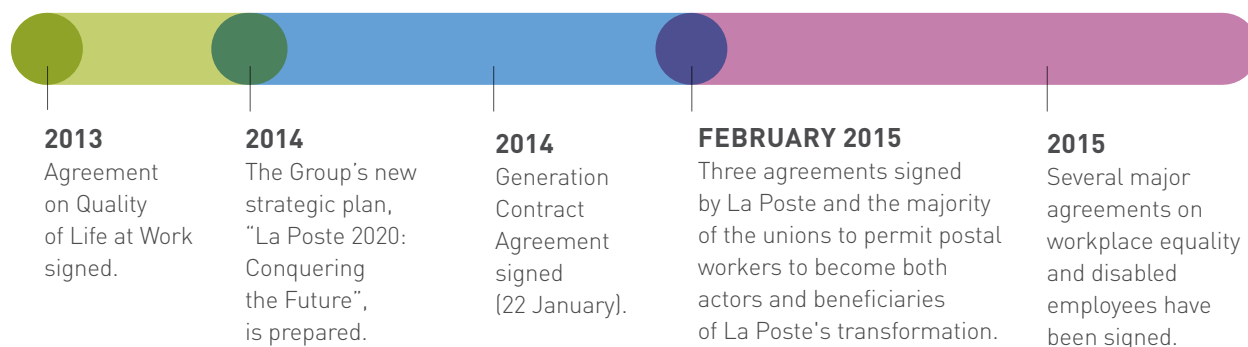
### AGREEMENT ON A FUTURE FOR EVERY EMPLOYEE

The main features of this agreement are:

- the creation of a Workforce and Skills Management system that includes a Job Observatory composed of union and La Poste representatives. Its role will be to keep employees informed of future job and skills requirement;
- supporting career development by developing new career paths within and between business units, and facilitating geographic and functional internal mobility between subsidiaries, for example, by maintaining seniority and ensuring no loss of salary;
- a commitment to train 80% of employee each year and 100% over two years, with each employee receiving an average of 100 hours of training over a five-year period, the development of 50,000 training courses leading to professional certification within a given career path or toward another career over these five years, and a qualification bonus;
- improving working conditions by reducing exposure to hardship, for example by granting three to five additional days off a year to employees age 55 and older who are exposed to physically demanding tasks;
- providing more training and support for managers and more work-hour flexibility for senior executives with operational management responsibilities and developing HR skills, most notably by setting up an "HR School".

The initial phase of the Labour-Management Agreement, the Agreement on Quality of Life at Work, was concluded in early 2013 (see pages 62 and 63 of the 2013 Group CSR report for more information).

### A HISTORY OF PROGRESS



# A RESPONSIBLE EMPLOYMENT POLICY

## Le Groupe La Poste's employment policy

Despite a difficult economic and business environment, marked by a decrease in the volume of mail handled and of the number of customers served in post offices, Le Groupe La Poste, one of France's leading employers, conducts a responsible employment policy. Increases and decreases in headcount depend solely on attrition and recruitment.

La Poste promotes the hiring of employees under permanent contracts, which accounted for 94.6% of the parent company's workforce in 2014, and actively supports the hiring and social inclusion of young people.

La Poste hired 4,525 people under permanent contracts in 2014, 5,298 in 2013 and 5,211 in 2012, thus exceeding its commitment to hire 15,000 people under permanent contracts over this three-year period.

Of the people hired during these three years, La Poste agreed to recruit 3,000 it has previously employed under fixed-term contracts. When recruiting candidates for a permanent position, people who have already worked for La Poste under a fixed-term contract are given priority.

## Number of people hired permanently who had previous been employed under fixed-term contracts



Among the people hired under permanent contracts in 2014:

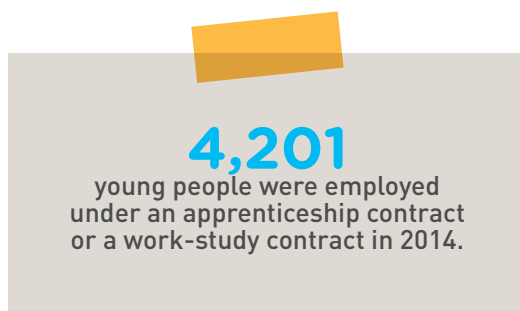
- women accounted for 47.5%;
- people age 45 and older accounted for 7.6%.

In 2014, women accounted for **47.5%** of all new hires under permanent contracts.



## Actions to employ young people

In 2013 and 2014, pursuant to the agreement signed with the French government, 1,000 young people with few or no skills were able to receive on-the-job training and gain valuable work experience and qualifications. La Poste has committed to hiring them under a permanent contract once they meet the criteria for the job for which they were trained under a fixed-term contract. For more information on this, see page 79 below: "Age and generations". Also see page 118 of this document for information on initiatives to employ young people, and more specifically those from underprivileged areas. La Poste is also engaged in developing work-study programmes in partnership with educational institutions.



## 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 been making a determined commitment to increase work-study opportunities under apprenticeship contracts and work-and-training contracts.

La Poste's work-study policy has two objectives:

- to train young people for their first job, by giving them the possibility to earn a diploma and get 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 certificate<sup>(1)</sup> to a master's degree. La Poste intends to provide work experience under work-study programmes to at least 7,500 young people over the three years from 2013 through 2015. Despite a sluggish economic environment in 2013 and 2014, 5,106 and 4,201 young people respectively were employed under an apprenticeship contract or a work-study contract.

## Turnover G4-LA1

La Poste has a low turnover rate. Given its origins in the public sector and the civil-servant status of much of its personnel, layoffs are foreign to the company's culture. La Poste also operates its own unemployment

insurance scheme. As for voluntary departures, they mostly occur during the first year of employment, as the variety of job opportunities available encourages employees to pursue their careers within the Group.

### La Poste turnover rate



[1] A vocational certificate that is usually earned in high school.

# ENHANCED SUPPORT FOR LOCAL HR MANAGEMENT

To improve the management of human resources in local entities, the Group has set up a network of local HR managers and provides mandatory HR training for line managers.

Sections below provide disclosures on the management approach (DMA), pursuant to GRI requirements.

## Local HR managers

There are two aspects to the local management of human resources:

- providing guidance and support to line managers in labour-management negotiations and discussions and in managing change at the local level. This requires specialist HR knowledge and skills;
- providing guidance and support to individual employees, via “generalist” HR staff who are able to deal initially with all aspects of the employee’s work experience in a confidential manner that ensures their freedom of expression. This second aspect requires good people skills and a proactive approach. Approximately 1,100 local HR managers have been deployed throughout France and in each La Poste business unit. Several Group subsidiaries have also adopted this approach. All line managers and employees can rely on their services.

All local HR managers have the following main responsibilities:

- providing information and dealing with day-to-day administrative matters;

- providing information and advice about career development opportunities;
- listening to individual employee work-related and personal problems, while ensuring confidentiality;
- helping line managers manage their staff members and their professional development. To do this, they must meet with each line manager within their scope of responsibility at least twice a year, and with each employee at least once every two years.

From November 2013 to April 2014, 13 one-day training sessions were delivered to local HR managers across France, enabling to:

- acquire a common vision of the role and responsibilities of local HR staff;
- share methods and best practices;
- learn to detect sensitive situations;
- communicate more effectively with peers.

## The HR role of line managers

Special mandatory training on the role of line managers within the HR process was set up in 2013. From November 2013 to April 2014, local HR managers throughout France took part in sessions designed to help them to:

- understand the role they play in providing support and guidance to staff, particularly in the area of career development;
- guide his or her work group through the change process;
- understand how to develop an environment that is conducive for the quality of life at work for individuals and work groups.

This training, which is provided over two days, brings together line managers of all levels and from all business units. Some 3,000 new managers are to be trained each year. In addition to this training, La Poste now also provides a mentor to assist each new manager during his or her first few months on the job.

In 2014,  
**1,922**

line managers received training  
at the Group’s Management Institute  
on their role in HR management.

## CAREER DEVELOPMENT, TRAINING AND PROMOTION

The Labour-Management Agreement, which is part of the Group's strategic plan "La Poste 2020: Conquering the Future", makes career development and training the central focus of the human resources management policy. To ensure that employees will be engaged in and benefit from La Poste's transformation, they must

have the opportunity to plan and organise their career project with the Group. Training, which is the foundation of career development, serves two purposes: developing the skills that the Group's transformation will require, and meeting the career needs of individual employees.

### Career development G4-LA10

La Poste promotes the skills development and continued employability of its employees, with a policy that is respectful of their needs and of the diversity of their career development projects. The objectives of this policy are to:

- support the career development projects of employees, however diverse and whether involving geographic or functional mobility within the company, mobility to a civil-service job or setting up a business;
- strengthen the loyalty of La Poste employees by providing them with more career opportunities and support the company's transformation by facilitating the development and mobility of skills where and when they are required;
- pursue the consolidation of the current system of skills-based human resources management resulting from expanded training and promotion initiatives.

In October 2014, La Poste organised its second annual Career Development Week, during which employees in all business units were able to discover all of the Group's activities and develop their career project by attending over 1,100 events, conferences, meetings and workshops throughout France.

La Poste also offers all employees who have been in the same job or function for at least five years the opportunity to receive a "career-development review" provided by an HR staff member who is specially trained for this purpose.

The procedure for the "career-development review" has been modified. The new format for this review will be implemented in 2015.

### Internal mobility

La Poste is working to develop internal career-development opportunities.

For this purpose, in 2014 it deployed a list of all of the various types of jobs performed within the company, organised into occupational categories and career paths that are common to all La Poste activities. This common framework, which is simple and easy to understand, facilitates the development of a broad variety of numerous career paths throughout La Poste. It will also facilitate workforce and skills management with a common approach for all business units.

La Poste enables its employees to play an active role in managing their careers through internal mobility and promotion, by providing a coherent internal mobility procedure, job exchanges on the Internet or company intranet, and a network of mobility and career development advisors in all business units. A further step was taken in 2013 with the signing of the Agreement on Quality of Life at Work, which enabled all La Poste's French subsidiaries to access the job exchange. In 2014, the creation of a dedicated career-development website, accessible via the Internet or the company intranet, further empowers each employee to engage in their career development.



Lastly, La Poste has continued to build career paths between its business units and professional disciplines. For example, in 2014, 403 Services-Mail-Parcels employees were able to enhance their skills

## External mobility

### Facilitating mobility to other civil-service jobs

In response to requests from employees who are interested in civil-service job opportunities in the national government, local government or public health-care sectors, La Poste may oversee their transfer to one of these three branches of French civil service.

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 National Centre for Local Government Civil Service (CNFPT) signed a training partnership agreement allowing employees who seek 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 2014, La Poste helped 172 employees find a new job in civil service. Of these employees, 97.9% say they are satisfied or very satisfied with their career development.

### Self-employment

La Poste actively supports the entrepreneurial projects of its employees, in accordance with the principles of

by combining their post office work with in-class training and thus qualify for a sales counter position in a La Poste post office.

individual entrepreneurial initiative, equal opportunity, transparency, confidentiality and personalised support.

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, financial aid, ongoing support once the business is created and guaranteed return to employment.

In 2014, 132 employees created or purchased a business.



## Training

### 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 and employment. Being able to identify the skills that will be necessary to meet the future requirements of markets and customers is a key competitive factor.

In addition to being economically efficient, training must also satisfy the personal and professional expectations of employees.

As a result, and for the second consecutive year, eight employees out of ten received training in 2014. Thus everyone should be able to gain and maintain the skills they need to do their job and achieve their career goals.

## 5 / DEVELOPING PROFESSIONAL SKILLS THE LABOUR-MANAGEMENT AGREEMENT ("LE PACTE SOCIAL")

One of the key objectives of Le Groupe La Poste's training programme for 2014 is therefore to develop employee skills, with the following priorities:

- supporting individual career changes and projects;
- facilitating access to training for all employees;
- developing internal career paths that are aligned with the company's skill requirements;

- supporting the development of management skills and developing the professionalism of HR staff;
- contributing actively to the employment of young people through work-study programmes and "Jobs for the future" contracts;
- developing basic knowledge and skills, particularly for entry-level jobs.

### Training at La Poste

	2012	2013	2014
Training expenditures as a percentage of payroll	3.6%	3.6%	3.5%
Number of employees trained	119,540	163,822	156,936
Number of days of training provided	59,000	731,543	666,231



Most training initiatives serve to maintain or develop current job skills, while others are intended to support individual employee career-development projects, such as seeking employment in another company or changing professions.

The Labour-Management Agreement includes the following four major training initiatives:

- A large digital training programme for all La Poste employees. This digital training programme will be

designed for all the postal workers of the parent company, in keeping with the digital utilisation necessary for their position as well as the anticipated impact of the digital transformation on their profession;

- individual training to assist employees with their professional projects;
- 50,000 training courses resulting in professional certification over five years, including 10,000 in 2015, such as La Banque Postale's Bank School, where 1,000 Professional Client Advisor jobs are to be created by 2020;
- A programme of management development for all managers across the Group. Launched by the Group's Management Institute, it provides to each manager the means to carry out the actions that will guarantee the success of the Group's strategic plan.

### Promotion at La Poste

#### Three paths to promotion

Given the key role that skills development plays in the human resources policy and management, La Poste employees may be promoted to:

- the next highest grade, on the basis of the skills they have gained in their current job;
- several grades higher, on the basis of their professional potential;
- the next highest grade, on the basis of their work experience, merit and seniority.

In 2014, 11,985 employees were promoted, for an overall promotion rate of 5.6%. Over the past three years, a total of 40,323 employees have been promoted.

#### Promotion with a degree

In keeping with its tradition of supporting social mobility, 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 a line management position.

This 18-month programme consists of courses in a business school that lead to the equivalent of a five-year university degree and internships in a line management position, under the guidance of a tutor.

# DIVERSITY AND EQUAL OPPORTUNITY

La Poste has been actively promoting equal opportunity and diversity in the workplace for several years. This commitment has been confirmed at the highest level of management.

The Diversity and Equality Opportunity department is responsible for La Poste's HR diversity policy.

The department oversees a group-wide Diversity Committee and a network of local diversity officers who are responsible for deploying equal opportunity and diversity actions throughout the Group.

## Preventing discrimination

### Equal opportunity hiring

La Poste is convinced that the quality of its recruitment process, which is open to social diversity and equal opportunity, contributes to its sustainable development. La Poste has signed several government-sponsored charters: the Apprenticeship Charter (in 2005), the Diversity Charter, the National Commitment to Employ Disadvantaged Urban Youth (2008) and the Business and Urban Youth Charter (2013).

La Poste gives each job applicant an equal chance, based exclusively on his or her skills, qualifications, experience and motivation. Diversity is a basic principle of its recruitment policy, which includes specific commitments toward this goal.

Various means are employed to promote diversity when hiring, such as recruiting candidates from underprivileged urban areas, work-and-training contracts, apprenticeship contracts and recruitment by simulation.

### Supporting all forms of diversity in the workplace

The Group's commitments to prevent discrimination are set forth in its Code of Ethics and its internal regulations. In 2006, La Poste also signed the Diversity Charter.

This commitment to promote diversity and equal opportunity means preventing discrimination in any form whatsoever.

Le Groupe La Poste encourages diversity in all of its business units, whose broad range of activities reflects the diversity of society.

La Poste earned the Diversity Label for all of its business activities in 2009, and again in 2013. This distinction, which is awarded for a period of four years, is granted in recognition of the company's commitments and best practices to promote equal opportunity and prevent discrimination.

La Poste continues to raise the diversity-awareness of its managers, HR staff and all employees. In 2014, over half of all newly appointed senior management level employees received diversity and equal opportunity awareness training.

## Total number of incidents of discrimination and corrective actions taken G4-HR3

### NUMBER OF COMPLAINTS REFERRED TO THE "DEFENDER OF RIGHTS": (DÉFENSEUR DES DROITS IN FRENCH)

- ▶ 3 concerning disability
- ▶ 1 concerning health condition
- ▶ 1 concerning trade-union activity
- ▶ 1 concerning ethnic origin

### NUMBER OF CASES HANDLED BY THE WORKPLACE QUALITY OF LIFE OFFICER:

- ▶ 285 for the year 2014
- ▶ 18 concerning disability
- ▶ None related to any other forms of diversity

## Promoting the employment and social inclusion of people with permanent and temporary disabilities

As a socially responsible employer, Le Groupe La Poste actively employs and encourages the professional development of people who suffer from a permanent or a temporary disability. Its disabled employment policy is the result of negotiation with employee representative bodies and the signing of three-year company agreements. For example, in March 2012, La Poste signed its fifth agreement to employ the disabled.

This agreement expanded efforts to employ people with disabilities, including their recruitment, integration and retention in the workplace, training, actions to support organisations that employ the disabled and awareness-raising.

This agreement includes a commitment to hire 480 people with disabilities over the three-year period. At the end of 2014, this target had been exceeded, with 643 hired under permanent, work-study and fixed-term contracts for at least six months.

The 6<sup>th</sup> agreement on the employment of persons with disabilities will be negotiated with the trade-union representatives during the first semester of 2015.

Various actions are also undertaken to keep people with disabilities employed and over 2,000 employees have already benefited from work adaptation between 2012 and 2014, partial financing of a hearing aid or orthopaedic brace, special transportation arrangements, assistance in accessing training or direct assistance in the workplace. Over the last three years, disability-related spending exceeded €34 million.

The agreement also gives employees with disabilities the right to two paid leaves of absence to deal with matters directly related to their disability or to obtain government recognition of their disabled worker status.

Other commitments under the Disabilities agreement include improving the quality of life at work, facilitating access to training and career development, and developing partnerships with organisations that provide training and support to people with disabilities.

To conduct these actions, La Poste relies on a network of occupational physicians, social workers and specially trained disability officers, all of whom have been informed of the Group's commitments to facilitate the employment of people with disabilities. An e-learning course on disabilities has also been deployed to inform and train other professionals.

The Group's Communications department and business units have also worked very hard to ensure the accessibility of internal communication materials, such as local *Jourpost* newsletters, as have IT departments to make applications accessible to disabled employees.

Each year, in the third week of November, the Group organises various events within its entities to promote its efforts to employ the disabled. As in 2013, Le Groupe La Poste once again partnered with ADAPT for this occasion, for which La Poste changed the motto of its disability policy to "All different, All efficient" and undertook numerous actions to raise awareness among its employees and to strengthen collaboration with handicapped employment centers. During the three years of the 5<sup>th</sup> agreement, the Group's head office organised three Trophée Handifférence competitions to promote best practices in employing the disabled. Le Groupe La Poste's CEO granted seven best-practice awards in June 2014.

Over the three years from 2012 to 2014, La Poste has exceeded its commitment to increase purchases from organisations that employ the disabled, with total purchases exceeding €30 million.

Thanks to this ambitious policy, the proportion of Le Groupe La Poste employees under the mandatory employment obligation rose from less than 2 percent in 2011 to 4.11% in 2014. The Group now employs over 8,000 people having an officially recognised disability.

- ▶ **95% of all Mediapost sites exceed the mandatory employment obligation of 6% disabled employees.**
- ▶ **At La Banque Postale, 3.07% of employees met the disabled employee criteria in 2014.**

## Gender equality

### Agreements on gender equality and diversity in the workplace

Equality of treatment between women and men in the workplace is a fundamental commitment at La Poste and one that has been the subject of specific agreements since 2005.

These agreements have to do with all aspects of gender equality – promoting the hiring and employment of women, guaranteeing female employees equal pay, career development opportunities and access to training, increasing employee awareness of gender-related issues and improving the work-life balance.

Over the last three years, the difference between the average salaries of male and female employees was relatively small and is decreasing. In 2014, women employees with civil-service status earned 3.19% less than their male counterparts, while other women employees earned 1.03% less.

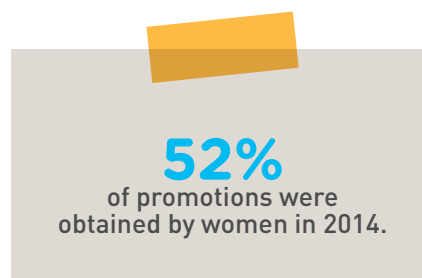
In late 2014, negotiations with union representatives and government officials were undertaken in preparation of a third three-year agreement on gender issues, which was signed in July 2015.

Women accounted for 51.8% of La Poste's workforce in 2014, with 25,106 women in management-level positions, which represents 47.2% of all managers.

These proportions have been rising steadily in recent years. Although women are well represented in the workforce, in order to avoid perpetuating the glass ceiling preventing them from rising above a certain level, La Poste is committed to foster equal opportunity between men and women at all stages of professional life and to increase efforts to bring women into higher management positions.

As a result, women made up 31.5% (26.7% in 2012) of senior executives in 2014 (up from 26.7% in 2012) and 20% of the Group's Executive Committee members. Furthermore, at La Poste, women accounted for 47.5% of employees hired under permanent contracts and 52% of promotions. Gender diversity is encouraged in all departments and at all levels.

- ▶ At Mediapost, women make up 39.7% of the total workforce. From 2011 to 2014, the percentage of women managers rose from 38% to 43.7%.
- ▶ At La Banque Postale, women accounted for 48.4% of the total workforce and 45.7% of executives in 2014.



### Equal treatment

		La Poste	La Poste, La Banque Postale and Mediapost SAS
Difference between the remuneration of men and women <sup>(1)</sup>	2013	2014	2014
Civil servants	-3.1%	- 3.1%	Not relevant
Employees	-1.2%	- 0.9%	- 2.6%

(1) All staff who are civil servants are included within La Poste.



### Facilitating parenthood

La Poste has made reconciling parenthood with work obligations one of its major commitments via an extensive employee awareness-raising initiative. The objective is to provide employees with resources that will help them achieve a better work-life balance. By signing the Parenthood Charter, whose aim is to help parents improve their work-life balance, La Poste has affirmed its commitment to ensuring the well-being of all employees.

In 2013, a study of parental leave taken by employee fathers was conducted to understand what made them want to take parental leave and examine some of the obstacles that may prevent them from doing so.

Parents of young children are entitled to special paid authorised absences. Furthermore, additional emergency child care, tutoring and home childcare assistance services are currently being tested. La Poste has also implemented special measures for the parents of handicapped children that include specific flexitime and work adaptation arrangements, and paid authorised absences.

### Age and generations

La Poste has implemented a plan to promote the recruitment, skills development and employability of young and older people. On 22 January 2014, negotiations with unions resulted in the signing of the Generation Contract agreement, which has three objectives: sustainable employment for young people, the recruitment and retention of older employees, and enabling the transmission of knowledge and skills between generations.

Under this agreement, La Poste has made commitments to ensure that its managers foster communication between generations and equal treatment.

To combat stereotypes, La Poste believes that managers must fully assume their role in building and maintaining cooperation within their teams and in encouraging knowledge sharing and transmission. This is why La Poste joined forces in November 2014 with two NGOs (Valeurs et développement and IMS-Entreprendre pour la Cité) and other large French groups, to launch a research programme on age and generational stereotypes. This programme will make it possible to develop a general tool for optimising age management policies and to conduct benchmarking against other companies.

#### G4-LA3

All employees who take parental leave for less than six months are guaranteed to return to their job, while those absent for more than six months are guaranteed to return to an equivalent job in the same geographic area as their previous job.

Pregnant women benefit from such measures as one hour off per day, as of the third month of pregnancy and one and a half hours off, as of the sixth.

Employees are entitled to fully paid maternity or paternity leave.

**1,840**  
employees took  
paternity leave  
in 2014.

- The percentage of employees over age 55 has increased from 21.59% in 2012 to 25.5% in 2014.
- 4,201 apprenticeship and professional-development contracts were signed in 2014.



# HEALTH AND SAFETY – QUALITY OF LIFE IN THE WORKPLACE

## Occupational health and safety at La Poste G4-LA6

### Accident frequency rate - La Poste



La Poste's accident frequency rate (number of workplace accidents per million man-hours worked) has continued to decrease.

### Accident severity rate - La Poste



The same is true for the company's severity rate (number of working days lost per 1,000 man-hours worked). Most of the workplace accidents at La Poste are falls, materials handling incidents, collisions with objects and road accidents.

Frequency and severity rates are higher for women (25.91 and 1.44 in 2014, respectively).

In 2014, La Poste recorded five fatal workplace accidents and two fatal commuting accidents.

### Sickness absenteeism rate - La Poste



La Poste's absenteeism rate has continued to rise. Long sick leaves accounted for three-quarters of the total number of sick leave days in 2014, with 16.7% of long sick leaves lasting between 31 and 90 days.

## Preventing occupational hazards and workplace accidents

La Poste pursued its efforts to prevent or reduce workplace accidents, psychosocial risks and physical hardship. All actions undertaken in 2014 to prevent

workplace accidents were examined by the National Occupational Health and Safety Committee on 30 October and on 17 December 2014.



### Reducing and preventing workplace accidents and musculoskeletal disorders

To prevent workplace accidents and MSD, La Poste:

- continues to deploy new and safer work equipment. For example, to reduce the risk of traffic accidents, two-wheeled vehicles are gradually being replaced with Staby, a new three-wheeled motorbike; some departments have made bicycle helmets mandatory and a study is currently underway to determine whether this obligation should be extended throughout France;
- has set up a new training programme for managers in the Services-Mail-Parcels business unit on safe manual handling practices and ergonomic postures;

- has set up a driver-training programme that includes a medical check-up, a procedure for vehicle handover to new employees by a trained driving safety specialist or other designated person, follow-up interviews by managers and supervisors, and training pursuant to CNAMTS recommendations in accordance with the driver's job and level of skill. This programme is intended for permanent employees and for those hired under fixed-term, apprenticeship and work-and-training contracts.

### Employees trained in road safety and accident prevention for materials handling – La Poste



### Preventing psychosocial risks

Certain measures have been agreed to mitigate the psychosocial risks of La Poste's transformation, such as a minimum of two years between restructurings within a given entity, and a change management procedure during restructuring that provides for extensive labour-management negotiation and individual-employee consultation.

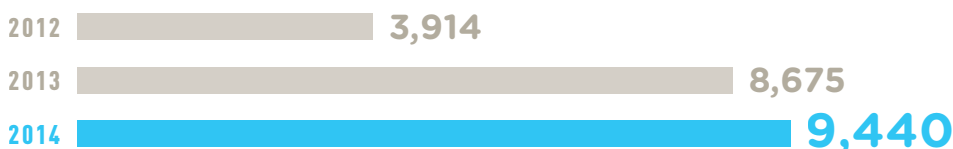
In addition to basic management training, a training programme to improve the assessment and prevention of psychosocial risks is being deployed.

A new procedure for preventing and dealing with cases of moral and sexual harassment was put into place in the fall of 2014, after discussion with employee representatives and the training of harassment prevention staff.

A hotline is now available that employees throughout France can call for advice and psychological support. There is one number for all employees and another for line managers and HR staff.

Under an agreement signed in June 2013, 1,000 employees have improved their work-life balance by working from home.

### Employees trained in the prevention and management of violence and anti-social behaviour – La Poste



The number of postal workers who take advantage of this training increases every year.

### Helping suppliers and contractors prevent occupational hazards

For more information see page 105

"Responsible purchasing and sustainable supplier relations"

## Medical surveillance

The measure to strengthen the medical surveillance of employees that was immediately implemented under the Quality of Life at Work of 22 January 2013 was renewed in 2014. This means that all employees receive a medical check-up every two years. Medical staff were expanded for this purpose.

At the end of 2014, La Poste had 160 occupational physicians (152 in 2011), 150 occupational health nurses (105 in 2011) and 109 medical administration staff (93 in 2011). At the end of 2014, over 92% of employees had been given a medical check-up within the past two years.

At 31 December 2014, over

**92%**

of employees had received a medical check-up within the past two years.

## Health and safety committees

The national Occupational Health and Safety Committees, whose role was redefined under the Agreement on Quality of Life at Work, met regularly throughout the year. The quality of the reports and studies submitted to these committees was improved. Among other things, these committees dealt with new preventive measures, such as measures for preventing moral and sexual harassment, the driver-certification procedure, the prevention of incivilities, particularly

within the La Poste Network and the reorganisation of mail distribution.

Employees were also consulted to prepare the renewal of OHS committees subsequent to the election of employee representatives in 2014.

French subsidiaries must comply with French labour law, whereas international subsidiaries, which operate mainly in western Europe and in the European Union, must comply with their national law.

## Quality of life at work initiatives

### Improving the quality of life at work (QLW) at La Poste

Efforts to improve the quality of life at work reflect the fact that the well-being of employees depends on how a company is organised, how it operates, its management and such things as recognition of individual contributions, confidence and empowerment. Quality of life at work is currently a priority at La Poste that has been affirmed in the Agreement on Quality of Life at Work signed in January 2013 and in the Agreement on A Future for Every Employee, signed in February 2015.

In every project, in every organisational arrangement, QLW issues are addressed to ensure:

- the quality of work (including work organisation, content, meaning and conditions);
- the quality of work groups and management (relationships with managers, co-workers and customers);
- the quality of individual assistance (for career development, change management and actions to improve the work-life balance);

- effective handling of practical day-to-day working conditions (such as the organisation of breaks or replacement by a co-worker to attend training) and the availability of training and career opportunities.

The following actions are some examples of La Poste's commitment to QLW:

- the considerable increase in training opportunities, since 2013;
- the setting up of an advice and psychological support hotline that all employees with a personal or work-related problem can call 24/7;
- the development of teleworking — at the end of 2014, over 1,000 employees were working from home and saving an average of two hours a day in commuting time;
- the creation of the local HR network with almost 1,100 HR managers readily available to handle employee HR concerns;
- a part-time work arrangement for older employees.

The Agreement on A Future for Every Employee signed in February 2015 provides for additional measures in all of these QLW areas, such as enhanced career development and training opportunities and measures to keep people with medical work restrictions employed.

In addition to the above, some twenty ideas to improve QLW that were selected on the basis of a survey conducted in late 2013 were tested in 2014 and will make it possible to develop new QLW measures.

## OVERALL REMUNERATION POLICY

### Salary

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.

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 (over 10,000 people) have a separate variable remuneration system that is aligned with the sales policy. This applies in particular to employees who sell banking products and services.

### Ratio of the CEO's salary to the average salary

	2013	2014
Average gross annual salary (La Poste SA)	€28,603	€28,911
<b>Ratio</b>	<b>15.73</b>	<b>15.56</b>

Although the salaries of senior executives were frozen in 2013 and 2014, entry-level salaries continued to increase.

### Incentive-based remuneration and the inclusion of sustainable-development criteria

Since 2007, La Poste's incentive scheme takes into account not only financial performance but also service-quality and sustainable-development criteria. Under a new incentive agreement signed in 2012, the incentive scheme incorporates sustainability criteria

and is calculated based on net income after tax of consolidated companies, re-stated after adjustments accepted in the agreement. All La Poste employees receive the same amount, regardless of their annual remuneration or 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.

Incentive pay serves to reward hard work and to align individual and team efforts with the company's

objectives and success. Incentive pay for 2014 totalled €84.2 million.

Most of the Group's subsidiaries have implemented incentive agreements.

## The Group Savings Plan and the Collective Retirement Savings Plan

In December 2006, La Poste and five unions (FO, CFDT, CFTC, CGC and UNSA) signed two agreements that established the Group Savings Plan (the "PEG" plan) and the Collective Retirement Savings Plan (the "PERCO" plan).

These Group savings plans are available to all employees who have been with Le Groupe La Poste for at least three months, whether civil servants or not. A group entity may elect to join these plans provided

that it meets the conditions specified in the agreements, i.e. that it is at least 50% owned by La Poste and its accounts are consolidated by the Group. So far, nine subsidiaries have elected to join the Group's savings plans, the largest of which are Mediapost, Poste Immo and Chronopost.

For more information, see page 258 of the 2014 Le Groupe La Poste Registration Document.



For more information on the Group's savings and retirement plans, see page 258 of the 2014 Registration Document.

## Mandatory profit sharing

For more information, see section 17.7.4 on page 259 of the 2014 Registration Document.



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.

Employees of French subsidiaries hired under contracts are subject to the collective bargaining agreement that applies to the industry in which the subsidiary does most of its business.

## Labour-management relations and employee representation

The diagram illustrates the structure of La Poste employee union representatives and their responsibilities. It is organized into two main horizontal sections: BODIES and RESPONSIBILITY, separated by a vertical dotted line.

**BODIES**

- La Poste employee union representatives** (top level, spanning across the first three columns)
- Technical Committees** (connected to La Poste employee union representatives)
- Occupational Health, Safety and Working Conditions Committees** (connected to La Poste employee union representatives)
- Joint Administrative Committees (CAP) and Joint Consultative Committees (CCP)** (connected to La Poste employee union representatives)
- Representatives of major employee association sectors La Poste union organisations** (top level, spanning across the last two columns)
- COGAS (the Employee Benefits Advisory and Management Committee)** (connected to Representatives of major employee association sectors La Poste union organisations)

**RESPONSIBILITY**

- HR impact of work organisation** (connected to Technical Committees)
- Health and safety conditions** (connected to Occupational Health, Safety and Working Conditions Committees)
- Defense of individual employee rights** (connected to Joint Administrative Committees (CAP) and Joint Consultative Committees (CCP))
- Employee social benefits** (connected to COGAS)

At the European level, GeoPost's European Works Council (EWC) is composed of representatives of GeoPost subsidiaries in France, Germany, England, Ireland, Spain, Poland, Portugal, Czech

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## Employee representative elections

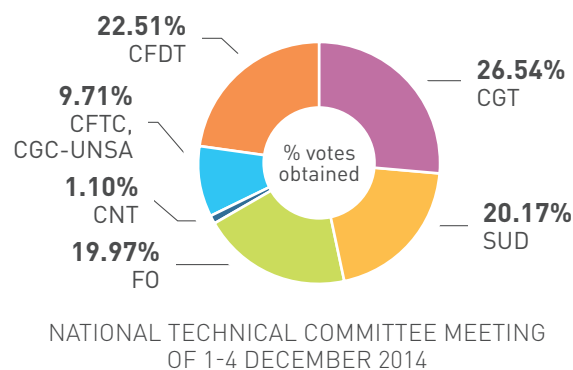
Employee representative elections were held from 1 to 4 December 2014, and for the first time exclusively by electronic ballot.

La Poste employees thus elected their representatives to the Technical Committees, Joint Administrative Committees and Joint Advisory Committees.

The results of the elections of representatives to the Technical Committees permit to appoint the employee

representatives in Occupational Health, Safety and Working Conditions Committees.

Employee representatives on Technical Committees are directly elected for a term of four years by all La Poste employees, regardless of their employment status, and the representation of the unions depends directly on the results of these elections. The newly elected representatives began their terms of office on 1 February 2015, for a term of four years.



Results of employee representative elections at the national Technical Committee meeting.

The participation rate was 76.38%.

Number of representatives elected from each union: CGT (4), CFDT (3), SUD (3), FO (3), CFTC-CGC-Unsa (2).



## Negotiations and agreements in 2014

La Poste and union representatives signed the following eight agreements and amendments in 2014, which include one unanimous agreement on La Poste's social-housing policy in April:

- an amendment revising the agreement on banking advisory positions at La Poste (CGT, FO, CFDT, CFTC, CGC/UNSA) on 14 January 2014;
- a collective agreement on the Generation Contract

at La Poste (FO, CFDT, CFTC, CGC/UNSA) on 22 January 2014;

- an agreement on the situation of employees in Mayotte (SUD, FO, CFDT, CFTC, CGC/UNSA) on 21 February 2014;
- a unanimous agreement on La Poste's social housing policy (CGT, SUD, FO, CFDT, CFTC, CGC/UNSA) on 7 April 2014;

- amendment no. 8 to the agreement of 19 May 2006 creating two mandatory insurance plans for La Poste's non-civil servant employees, who are subject to the common collective agreement (SUD, FO, CFDT, CFTC, CGC/UNSA) on 22 July 2014;
- an amendment to the Time Savings Account agreement of 7 July 2000 (FO, CFDT, CFTC, CGC/UNSA) on 22 July 2014;
- an amendment to the PERCO agreement of 8 December 2006 (FO, CFDT, CFTC, CGC/UNSA) on 22 July 2014;
- an agreement on banking advisory jobs (CGT, CFDT, FO, CFTC and Agir Ensemble, which is composed of CGC and UNSA). This agreement follows on the agreement signed in 2011.

### Three "majority-rule" agreements signed in 2015 to make employees key participants in and beneficiaries of La Poste's transformation

In May 2014, La Poste and trade unions began negotiations within the framework of the new La Poste 2020: Conquering the Future strategic plan, which

resulted in the signing, on 5 February 2015, of the following three national "majority-rule" agreements:

- the Agreement on A Future for Every Employee (CFDT, FO, CFTC-CGC-UNSA);
- an employment agreement on the creation of a "salary supplement" at La Poste (CGT, CFDT, CFTC-CGC-UNSA);
- an employment agreement on changes to La Poste state employee pay scales (CGT, CFDT, SUD, FO, CFTC-CGC-UNSA).

These three agreements, which are the result of negotiations with all representative unions, reflect major innovations in La Poste's employment policy and give new impetus to career development.

The fact that over 50% of the unions had to approve the three agreements, a first at La Poste, testifies to the common determination to support the company's transformation for the benefit of all employees and constitutes a major step toward the transformation of La Poste's human resources policy.

For more information on these three agreements, see page 262 of the 2014 Registration Document.

## Benefits

### Pension scheme G4-LA2, G4-EC3

La Poste employees with state-employee status (i.e. "state employees") 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 public-sector pensions, the payment of a payroll contribution discharges La Poste from any future liability in relation to the public-sector 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 public-sector employees and to private-sector employees subject to the general law.

Since 2010, only the contribution at the fair competition rate is applicable.

### Supplementary health insurance scheme

A supplementary health-insurance scheme for employees who do not have state-employee status 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 furthering labour-management relations 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 employees with civil-servant status,, 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).



The good financial performance of both health-care schemes has strengthened health-care coverage since 1 October 2013.

### Sundry benefits in kind

Mail carriers have been issued smartphones with a personal prepaid plan and receive an allowance that covers a minimum subscription plan.

Employees are also entitled to special low rates on Carte Bleue debit cards and on banking products and services.

### Social benefits and budget

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: 8 company representatives, 8 union representatives and 2 representatives for each of the national associations representing the following four sectors: personal risk and solidarity; sports and leisure; culture, canteen services and economic activities. The committee is chaired by La Poste's President or his representative.

Since 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 2014 exceeded €213 million. The main budget items were canteen services, sports and cultural activities, childcare and mutual aid/solidarity

benefits. Canteen services, which consist of meals served in company cafeterias and restaurant vouchers (85,100 beneficiaries), account for 46% of the total budget. Meals served in cafeterias meet the nutritional requirements of the National Nutrition & Health plan. In 2014, COGAS took steps to improve canteen services by adapting canteen meals to changes in work organisation and employee eating habits.

The second largest budget item, cultural and sporting activities, accounted for 21% of the total budget. It includes:

- 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.

Expenditures for children and youth were the third largest budget item, accounting for 20% in 2014. This item includes infant – and child – care services in nurseries or recreational centres, and stays in summer camps or vacation centres.


Mutual-aid and solidarity actions are the fourth largest budget item, accounting for 7% 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.

La Poste has also developed social benefits for individual employees in accordance with its company policy, such as holiday vouchers (45,473 beneficiaries), school expense allowances, and prepaid CESU universal service checks.

### Analysis of social benefits expenditure

(in million euros)	2014	In %	2013
Canteen services and economic sector	97.8	46	93.9
<i>of which paid directly to employees</i>	34.5	46	29.9
Sports and cultural activities	44.8	21	43.1
Children	41.7	20	46.3
Mutual aid and solidarity	15.6	7	15.9
Management and administration fees	13.2	6	13.4
<b>Total</b>	<b>213.1</b>		<b>212.6</b>
Average amount per employees (in euros)	1,015		1,011

## **6 / REDUCING THE GROUP'S ENVIRONMENTAL FOOTPRINT AND SUPPORTING THE ENERGY TRANSITION**


**p. 91 / The energy-climate strategy and the Group's energy transition**  **G4-EC2**

**p. 92 / Eco-mobility and urban logistics**

**p. 97 / Le Groupe La Poste launches a programme to reduce emissions from its information systems**

**p. 98 / Sustainable buildings**

**p. 99 / Contributing to the rise of the circular economy and mastering resource management**

**p. 101 / Preserving biodiversity**  **G4-EN12**

**CLIMATE CHANGE, AIR POLLUTION, THE ENVIRONMENT'S  
IMPACT ON PUBLIC HEALTH, DWINDLING NATURAL  
RESOURCES** – these issues will play a major role in society

and in Le Groupe La Poste's growth and success over the coming years. They will determine the Group's strategic choices and inspire new business models.

In France, the government has made the development of renewable energies a national priority and has launched an open public debate on making this "energy transition".

The regulatory consequences of these policy commitments will have a substantial impact on La Poste's operations and business strategy, since its mail and parcel delivery services, numerous buildings, its websites and other digital services all require substantial amounts of energy. Energy consumption is also a major expense for the Group. In addition to reducing the environmental footprint and operating expenses, efforts to consume less energy and use renewable energy sources have opened up a multitude of business opportunities, such as Greenovia and Mobigreen sustainable mobility services.

For all of these reasons, supporting the energy transition is a key priority of Le Groupe La Poste's energy and climate strategy.

The Group also works to preserve natural resources by reducing materials consumption and promoting the circular economy through initiatives such as Recy'go.

## THE ENERGY-CLIMATE STRATEGY AND THE GROUP'S ENERGY TRANSITION

Le Groupe La Poste has voluntarily made commitments to reduce GHG emissions by 15% from 2013 to 2020 within the scope of La Poste (types 1, 2 and 3, which includes subcontractors), and intends to use electricity that is sourced from 100% certified renewable energy in its buildings in France by 2020. To achieve this goal, it has launched two top-priority projects: the Energy Transition Project and the Urban Logistics Project.

- The purpose of the **Energy Transition Project** is three-fold: to reduce energy consumption by promoting efficient energy use, to develop renewable energies, and to develop new energy services. It is led by the General Manager of the Services-Mail-Parcels business unit.
- The objective of the **Urban Logistics Project** is to reduce the environmental impact and cost of urban mail and parcel pick-up and delivery. This project is led by the General Manager of the GeoPost business unit.

Below are some examples of the main efforts to promote energy transition in the Group's various business units:

- **Services-Mail-Parcels.** This BU, which accounts for 42% of GHG emissions, has set an ambitious target for reducing the volume of its CO<sub>2</sub> emissions and has implemented a system for achieving carbon neutrality that involves both reducing and offsetting emissions.

- **Poste Immo** has set up an extensive programme to reduce its carbon footprint that includes more efficient management of the energy consumption of its numerous facilities and their energy-efficient renovation, developing expertise in energy procurement and sustainable property management, and trying new and innovative building energy solutions.

- **GeoPost** ensures its customers carbon neutral delivery at no extra charge.

- **The Digital Services BU** ensures carbon neutrality of its activities. It is working on ecological software design to optimise the carbon footprint of its offerings while continuing to pursue its efforts in Green IT. It is also evaluating the carbon footprint of IT resources over their entire life cycle.

A partnership agreement with the World Wildlife Foundation (WWF) signed in 2008 has enabled the Group to assess the environmental risks and impact of its mail and parcel activities

La Poste has also maintained a partnership with the France Nature Environnement since 2013, focusing on issues relating to air pollution.



### Le Groupe La Poste's contribution to COP21

Le Groupe La Poste will be a partner in the United Nations Climate Change Conference (COP21) to be held in Paris in December 2015. The Group will contribute to two series of conferences and will create the official stamp for the event, in addition to issuing a set of eight Stop Global Warming collector's stamps, available for purchase beginning in April 2015.

# ECO-MOBILITY AND URBAN LOGISTICS

## The carbon footprint of Le Groupe La Poste's logistics activities G4-EN 7/15/16/17

### Greenhouse gas emissions resulting from the consumption of transportation and building energy at La Poste in tonnes of CO<sub>2</sub> equivalent (t CO<sub>2</sub> eq)

THE GHG PROTOCOL METHODOLOGY IS USED TO CLASSIFY EMISSIONS INTO TYPES 1, 2 OR 3.

	2012	2013	2014
Type 1: direct emissions of leased or controlled equipment, company transportation vehicles and buildings	311,558	312,284	264,742
Type 2: indirect emissions resulting from the consumption of electricity and heating systems	40,084	43,491	40,448
Types 3: indirect emissions of transportation contractors and work-related contractor travel	407,832	388,273	374,072
<b>Total = type 1 + type 2 + type 3</b>	<b>759,474</b>	<b>744,048</b>	<b>679,262</b>
<b>% of Group emissions covered</b>	<b>50</b>	<b>46</b>	<b>44</b>

### Greenhouse gas emissions resulting from the consumption of transportation and building energy at La Poste, La Banque Postale, Mediapost and GeoPost in tonnes of CO<sub>2</sub> equivalent (t CO<sub>2</sub> eq) <sup>(1)</sup>

	2012	2013	2014
Type 1: direct emissions of leased or controlled equipment, company transportation vehicles and buildings	454,022	430,178	379,012
Type 2: indirect emissions resulting from the consumption of electricity and heating systems	85,918	96,674	90,050
Types 3: indirect emissions of transportation contractors and work-related contractor travel	934,273	1,041,698	1,026,967
<b>Total = type 1 + type 2 + type 3</b>	<b>1,474,212</b>	<b>1,568,550</b>	<b>1,496,028</b>
<b>% of Group emissions covered</b>		<b>98</b>	<b>98</b>

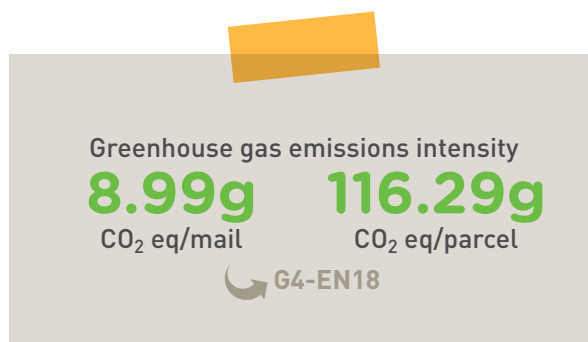
### Greenhouse gas emissions resulting from the consumption of transportation and building energy of Le Groupe La Poste within the offsetting scope, in tonnes of CO<sub>2</sub> equivalent (t CO<sub>2</sub> eq)

THE GHG PROTOCOL METHODOLOGY IS USED TO CLASSIFY EMISSIONS INTO TYPES 1, 2 OR 3.

	2013	2014
<b>Total Group GHG emissions</b>	<b>1,602,523</b>	<b>1,529,177</b>

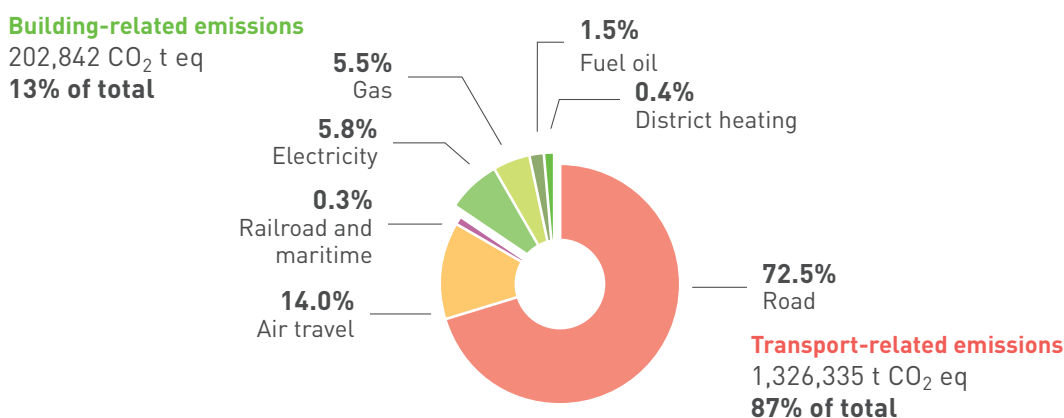
(1) Corsica and overseas France included.

## 6 / REDUCING THE GROUP'S ENVIRONMENTAL FOOTPRINT AND SUPPORTING THE ENERGY TRANSITION



Source: 2014 IPC Postal Sector Sustainability Report.

### Greenhouse emissions by source G4-EN6 and EN19



DISTRIBUTION OF GHG EMISSIONS IN 2014 BY SOURCE<sup>(1) (2)</sup>

Greenhouse gas emissions fell 9.7% in 2014, at equivalent scope, i.e. for La Poste, La Banque Postale and Mediapost SAS.

Within the expanded scope including GeoPost, building-related emissions plunged by 22% in 2014. Although the mild climate accounted for 80% of this sharp drop, it was also made possible by a decrease in the total managed surface area.

Transportation-related emissions declined by 2%, despite the growth of GeoPost's business and the increase in the number of mail distribution points. For standard mail and parcel operations, efforts were focused on replacing fuel-powered vehicles with electrical vehicles and on optimising vehicle size with respect to route type, and stream-lining airmail delivery. Some examples of actions undertaken for GeoPost include helping transportation contractors convert their vehicle fleets to natural gas (in the Netherlands), taking vehicle age into consideration when selecting contractors (in Eastern Europe) setting up Predict services and Pickup to raise the number of first attempt deliveries to customers.

(1) Expanded scope including GeoPost. Emissions are classified using the GHG Protocol methodology.

(2) Scope: Le Groupe La Poste including Corsica and the DOM TOM..

## 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. A carbon management process has been set up for the Services-Mail-Parcels and GeoPost business units, which currently account for 90% of the Group's carbon emissions.

This process includes:

- anticipate the emissions through responsible design of Mail, Parcel and Digital services;
- measuring the CO<sub>2</sub> emissions of operations;
- reducing these emissions through specific actions that focus on the activities with the greatest emissions, such as transportation, building energy consumption and IT energy consumption;
- voluntarily offsetting the remaining emissions for Mail, Digital services and Parcels offerings and transportation for international express parcel services.

### Consumption of transportation and building energy at La Poste in GWh<sup>(1)</sup> G4-EN3/4

	2012 <sup>(2)</sup>	2013	2014
Type 1: direct consumption of leased or controlled equipment, company transportation vehicles and buildings		1,360	1,138
Type 2: consumption of electricity and heating systems		563	535
Types 3: consumption of transportation contractors		1,208	995
<b>Total = type 1 + type 2 + type 3</b>	<b>1,081</b>	<b>3,131</b>	<b>2,667</b>
<b>% of Group consumptions covered</b>	<b>-</b>	<b>49</b>	<b>45</b>
Buildings <sup>(2)</sup>	<b>1,081</b>	<b>1,188</b>	<b>943</b>
Transportation <sup>(2)(3)</sup>	<b>-</b>	<b>1,943</b>	<b>1,724</b>

### Consumption of transportation and building energy at La Poste, La Banque Postale, Mediapost and GeoPost in GWh<sup>(1)</sup> G4-EN3/4

	2012 <sup>(2)</sup>	2013	2014
Type 1: direct consumption of leased or controlled equipment, company transportation vehicles and buildings		1,856	1,617
Type 2: consumption of electricity and heating systems		762	719
Types 3: transportation and building suppliers' consumption		3,725	3,492
<b>Total = type 1 + type 2 + type 3</b>		<b>6,343</b>	<b>5,828</b>
<b>% of Group consumptions covered</b>	<b>-</b>	<b>99</b>	<b>98</b>
Buildings <sup>(2)</sup>	<b>1,348</b>	<b>1,483</b>	<b>1,211</b>
Transportation <sup>(2)(3)</sup>	<b>-</b>	<b>4,860</b>	<b>4,617</b>
<b>Total Group</b>	<b>-</b>	<b>6,421</b>	<b>5,977</b>

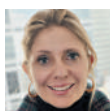
(1): Source of energy conversion factors for the transportation sector (IPC).

(2): Information audited with a moderate assurance level.

(3): Excluding business travel and international air transportation.



We want to take part in the efforts in France to evolve toward a more frugal economic model that creates lasting employment. As a large public enterprise, La Poste has a responsibility to mobilise its forces, and we have the legitimacy to do so! Over the past ten years, we have carried out CSR actions, and our strategic plan, "La Poste 2020: Conquering the future," encourages the emergence of new professions that align with these developments. The energy transition is precisely the opportunity for us to deploy our competencies that have been tested in-house and to expand our field of activities. External actors enthusiastically support our efforts to mobilise our competencies to meet this challenge.



**Sophie-Noëlle Nemo**  
Director of the Energy Transition Delegation  
of Le Groupe La Poste

Road transport efficiency

**0.16kg**

CO<sub>2</sub> eq/km for mail

**1.17kg**

CO<sub>2</sub> eq/km for parcels



Source: 2014 IPC Postal Sector Sustainability Report.

### Several levers to reduce atmospheric emissions due to merchandise transport

#### A technological lever

La Poste has pursued its efforts to reduce atmospheric and greenhouse gas emissions due to merchandise transport by ordering 10,000 light-duty electric vehicles, the largest electric vehicle company fleet in the world. Over 1.39 billion kilometres (excluding exports) are travelled each year by postal workers who use a fleet that includes both combustion vehicles (9,445 motorbikes, over 47,000 light vehicles and 328 heavy goods vehicles) and electric vehicles (18,476 electric bicycles, 1,327 quadricycles [Quads], 100 three-wheel electric vehicles [Stabys] and 4,617 electric light vehicles). Le Groupe La Poste is also using transportation modes that reduce the amount of CO<sub>2</sub> emissions. The Services-Mail-Parcels business unit is lowering its use of air transport whenever possible and is also developing the use of rail, notably combined road-rail transport (swap bodies). In 2014, 14 swap bodies filled with mail, press and small goods will be carried around France every day on their flatbed.

#### A logistical lever

A subsidiary of GeoPost, SEUR received the silver medal in the "Organisations, Institutions and Corporations" category during the 4<sup>th</sup> annual Spanish Sustainable Mobility Awards Week (SEMS) due to its new sustainable mobility measures and its involvement in high-impact international projects. SEUR is also a member of FREVUE, an initiative cofinanced by the European Union to promote the use of electric vehicles in urban goods distribution.

Le Groupe La Poste has also launched the project to reduce the environmental impact and cost of urban mail and parcel pick-up and delivery by focusing on activities that target the last kilometre.

#### A behavioural lever

Managing vehicle fleets more efficiently and improving driver behaviour also play a big role in reducing pollution. Since 2007, over 82,220 employees have been trained in eco-driving. In addition, Mobigreen, a subsidiary of the Services-Mail-Parcels business unit, trains employees of companies and authorities in eco-driving, handling electric vehicles and road safety. Since 2014, Greenovia has been offering a comprehensive consulting service on implementing sustainable captive fleet management.



The Engineering department has developed and tested 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.

#### **A purchasing lever**

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. The Services-Mail-Parcels business unit is now asking its transport contractors to indicate the fuel consumption of each of their vehicles to enable a more granular management of transport-related carbon emissions.

#### **A standards lever: SMR-C**

To date, 24 entities (covering more than 60,000 employees, 23% of the Group's workforce) were the subject of an "ISO 26000" assessment of their commitments and their CSR practices. These assessments were conducted in partnership and under the supervision of AFNOR/EFQM which guarantees the compliance to the methodology, the assessors' skills and the compliance of the scoring issued with the criteria defined in the referential framework.

Le Groupe La Poste has set Corporate Social Responsibility (CSR) as a catalyst of its strategic plan "La Poste 2020: Conquering the Future", and chose the ISO 26000 standard as a reference. The integration of ISO 26000 and the EFQM model, recognised as innovative with a European trophy of CSR innovation given by EFQM, led to the development of a Responsible Management Mail System (SMR-C) validated by the EFQM and recognised as a reliable and robust method for evaluating and scoring by an independent extra-financial rating agency.

Le Groupe La Poste would now like to improve its knowledge and control of other types of environmental impact. In 2013, the Services-Mail-Parcels business unit 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.

## La Poste signs ADEME's Objective CO<sub>2</sub> Charter

On 18 December 2014, La Poste signed the CO<sub>2</sub> Transport Charter proposed by ADEME (French agency for the environment and energy management). It is now committed to reduce its CO<sub>2</sub> emissions (6.5%) over the next three years following detailed action plans 12 optimisation levers for vehicles, fuel consumption, drivers, and organisation and management. These action plans will specify the means to be deployed to achieve the goals. La Poste will also deliver an annual progress report to ADEME. Similarly, Chronopost has been committed within the CO<sub>2</sub> Transport Charter for the third time over the period 2016-2018.

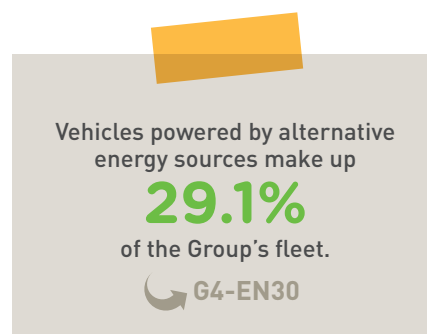
## Reducing the carbon footprint from work-related travel

Le Groupe La Poste has adopted a travel policy that promotes the train over the plane, remote meetings over physical meetings and that tracks and reduces emissions of greenhouse gases due to business travel.

Concerning the use of vehicles with low CO<sub>2</sub> emissions, Le Groupe La Poste has recorded certain good practices:

- vehicles powered by alternative energy sources (including bicycles) make up 29.1% of the Group's fleet;
- hybrid vehicles are offered in La Poste's vehicle catalogue;
- the light-duty vehicle category in the catalogue has been capped at 120 g of CO<sub>2</sub> per km since 2010.

Le Groupe La Poste has been encouraging its employees to adopt sustainable commuting practices through car-pooling and company mobility plans. It has set up more than 60 mobility plans, alone or with other companies, covering more than 60,000 employees. In addition to raising their awareness of using public transportation and bicycles to commute, a car-pooling website for employees was created in 2013 to help them form a car pool easily with their co-workers for their daily commutes.



Source: 2014 IPC Postal Sector Sustainability Report.

## LE GROUPE LA POSTE LAUNCHES A PROGRAMME TO REDUCE EMISSIONS FROM ITS INFORMATION SYSTEMS

Within the framework of Le Groupe La Poste's responsible purchasing policy, "Green IT" (i.e., eco-responsible IT and communication systems) specifications are now included in the terms of suppliers' contracts. In particular, the requirements concern ecological standards and the energy performance of IT and communication equipment. In 2014, in line with the Energy Transition project, priority actions were undertaken, as for example the evaluation of the energy consumption of the IT infrastructure (about 120,000 work stations, 100,000 printer systems, 10 datacenters, etc.) and analysis of solutions for energy savings at the entire Groupe level.

Green IT is also part of the implementation of an IT system to pilot the energy transition of Le Groupe La Poste, which generates consolidated indicators and a scorecard.

- The IT Services department introduced GreenArgile, a tool to evaluate the carbon footprint of equipment during their entire life cycle and follow their evolution, which can be used either at the level of the business unit or for the entire Le Groupe La Poste.
- The Services-Mail-Parcels and Digital Services business units launched an ecological software design initiative. This continuous improvement effort aims to design, develop and exploit La Poste's software in order to render it as efficient as possible. The objective is to consume the least amount of IT resources while maintaining a constant service level. La Poste is implementing an evaluation and monitoring system of the level of eco-design of each web site and software.
- In keeping with Green IT, La Poste, through its responsible purchasing programme, gives preference to electronic and electric materials with the green label "Energy Star".

# SUSTAINABLE 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 nearly 12,000 buildings representing a total of 6.8 million sq. metres of which 4.1 million sq. metres, is directly owned, is working hard to reduce energy consumption and carbon emissions. In 2013, it signed the Energy Efficiency Charter for Public and Private Sector Buildings concerning nearly 120 directly owned buildings of more than 5,000 sq. metres, which accounts for 20% of the portfolio's surface area and 22% of total consumption. Poste Immo also won the Environmental Reporting Trophy for its 2013 reporting in the "Voluntary" category of its GBC France 2014 Awards.

In addition, Poste Immo is now improving energy efficiency by:

- making sure that buildings are appropriately sized and suitable for current requirements and new functions;
- constructing buildings using best market practices, with high-energy and environmental-performance labels, and by ensuring the environmental efficiency of the buildings by progressively adding green leases. For the directly owned portfolio, the signing of green leases, begun in 2013 and extended in 2014, covered 186 green leases in 36 buildings;
- improving the energy performance of the existing portfolio is a major challenge for La Poste, considering the size of the portfolio. Achieving better energy performance occurs through two main channels: performing renovation work and processes involving

the use and operation of buildings;

- in 2014, the technology and operational sectors were equipped with practical and technical guidelines in order to apply the "2050 compatible" energy-performance level in major repairs and maintenance (GRGE). In the processes involving the use and operations of buildings, Poste Immo enrolled 11 strategic sites in its portfolio for the Cube 2020 challenge. The first results confirm the potential to lower energy consumption by some 15% through eco-friendly practices;
- increasing the environmental awareness of occupants;
- developing renewable energy sources for construction projects is being systematically studied. Furthermore, Poste Immo rolled out 45 solar power installations, which were executed as part of a partnership (representing 44,000 sq. metres of solar panels via its Arkasolia subsidiary at year-end 2014.

Le Groupe La Poste is taking action to comply with new obligations in France to limit the use of nocturnal lighting for buildings, when necessary.

In La Poste Network, 500 post offices are renovated every year. Since 2011, part of the equipment and materials that are used are eco-designed. Moreover, since 2012, the 500 post offices are renovated taking into consideration energy efficiency (ventilation, lighting, comfort during summer, insulation). The energy-efficiency policy is now oriented toward better building maintenance. The first step in 2014 was to launch a call for "energy-savings" projects (45 post offices benefitted from the programme), which has been renewed in 2015.

In 2014, there were  
**186**  
lease agreement riders  
with environmental clauses.

By the end of the year,  
these riders concerned  
**36**  
buildings.

## CONTRIBUTING TO THE RISE OF THE CIRCULAR ECONOMY AND MASTERING RESOURCE MANAGEMENT

### Responsible consumption and paper recycling

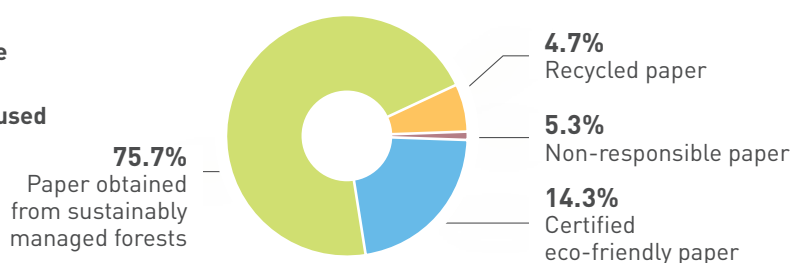
In order to reduce its environmental impact, La Poste is developing the circular economy for its own consumption. Environmentally responsible paper use represents a challenge for Le Groupe La Poste. In 2014, the Group consumed 28,700 tonnes, 94.7% of which was environmentally responsible paper (up 6% compared with 2013). All business entities are encouraged to favour environmentally friendly paper use (i.e. recycled paper, labelled as environmentally friendly or from sustainably managed forests).

Launched at the beginning of 2012 with micro-businesses, SMEs, and local authorities, La Poste's office

paper collection and recycling solution, Recy'go, has now been rolled out across France. 2,845 companies have chosen this offering from the Services-Mail-Parcels business unit, or those of its subsidiary, Nouvelle Attitude, as well as some of La Poste's internal facilities, i.e. over 16,000 tonnes of paper in terms of volume, 4,332 tonnes of which were collected by postal workers from 1,000 post offices. La Poste has undertaken to have recycled all of the paper collected by postal workers, and to perform this recycling process in France. Most of the sorting for recycling companies is carried out by structures for integrating disadvantaged people through work (local partners and the Nouvelle Attitude subsidiary).

### Paper consumption G4-EN1

**Environmentally responsible paper use**  
28,732 tonnes  
**94.7% of total paper used**



REDUCING THE IMPACT OF OUR PAPER CONSUMPTION  
PERCENTAGE OF RESPONSIBLE PAPER CONSUMPTION<sup>(1)</sup>

[1] Scope: Le Groupe La Poste.

## Environmental contributions

The Services-Mail-Parcels business unit manages its waste responsibly and optimises its recycles according to environmentally regulated practices (DEEE, sorting recoverable waste such as paper, cardboard and plastic). This is in addition to efforts to reduce at the source the production of waste and to recover waste by re-using, recycling, maintaining and repairing materials, for example, efforts to repair, maintain and give away bicycles in order to prolong the life of various materials. These initiatives rely on the social and solidarity economy, SSE (Nouvelle Attitude, LGO) as local partners, and include upstream recycling partners in France.

The IT Services department manages its electric and electronic waste responsibly through its:

- experience in managing these waste materials over the past several years;
- collection points and pre-existing organisation covering the entire nation;
- choice of suppliers after consultation with a preference for those organisations helping the disabled and disadvantaged persons.



82%

of waste electrical and electronic equipment is recycled by specialist recyclers.

The objective is 80%.

In the Paris area, this waste is entrusted to a company that employs the disabled.

## La Poste, initial member of the Institut de l'Economie Circulaire

La Poste is one of the eight initial members of the 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 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 the "Business as Unusual," a university chair established in 2013 to rethink current business models and explore new paths in the circular economy.

[1] Scope: La Poste, La Banque Postale and Mediapost SAS

## PRESERVING BIODIVERSITY G4-EN12

The main sources of the potential impacts of Le Groupe La Poste'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 Le Groupe La Poste's real-estate assets, has identified all buildings located within 5 kilometres of "areas of ecological interest", and has audited specific buildings to determine their impact on biodiversity.

Post Immo has also initiated actions in partnership with local associations. One example is between Post Immo and SEPOL, an association for the protection of birds in the Limousin region. This cooperation resulted in placing bird houses for swallows when cleaning the façade of a post office.

Another example of Post Immo efforts is the distribution to regional offices of kits to set up a beehive on the roof of the post office. The kit comes with a standard installation agreement and communication materials. A number of sites in the regions of Brittany, Pays de la Loire, Île-de-France, PACA and Corsica are installing beehives and thus participating in the preservation of biodiversity.

These regional actions are supplement to high-profile urban sites such as in Paris at La Banque Postale's head office and the Louvre post office where there are now beehives.

Other examples of Le Groupe La Poste's efforts include requiring its entities to observe recent regulations to reduce night-time lighting of buildings.

After a study of eco-system services at an industrial mail processing hub operated by the Services-Mail-Parcels business unit, 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.

In addition to the actions that La Poste has undertaken directly, the carbon offset programme of the Services-Mail-Parcels business unit, 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.



A beekeeper, employed at La Poste, is working on the beehive located on the roof of the sorting centre.





## **7 / SUSTAINABLE REGIONAL ECONOMIC DEVELOPMENT AND EMPLOYMENT**

**p. 105 / Regional planning**

**p. 105 / Taking responsibility for the entire supply chain**

**p. 108 / Supporting the economic ecosystem  
of Le Groupe La Poste**

## **LE GROUPE LA POSTE PLAYS AN IMPORTANT ROLE IN REGIONAL LIFE AND PLANNING THROUGH ITS ACTIVITIES,**

and in particular, through its public service mission, along with its 257,900 employees, the variety of its customers, and its regional implantation. Thus 96.6% of French inhabitants live less than 5 kilometres or 20 minutes from a point of contact, and their home is served by a postal worker six days a week. A sustainable company, La Poste extends its responsibility throughout its value chain by adopting a policy of sustainable procurement, by promoting environmental and social responsibility in its suppliers' business practices, and by accompanying its ecosystem, especially to encourage innovative economic activities such as the social and solidarity economy, the circular economy and the silver economy.

## REGIONAL PLANNING G4-EC7

Le Groupe La Poste plays an important role through its business activities in regions, and especially in French regions. For the benefit of individuals as well as companies, the density of the postal network coverage ensures that 96.6% of French inhabitants are less than 20 minutes or 5 kilometres from a point of contact in France. In more than 17,000 points of contact, all the postal operations are available, and are even simpler to use with the provision of digital tablets to the 1,059 local postal agencies (APC) and the Relais Poste outlets (RP).

Le Groupe La Poste actively participates in regional think tanks and in developing their structural policies, such as regional climate air energy plans, agenda 21 plans, urban development plans, local accessibility plans, etc. It brings its expertise in terms of transporting goods and people, and is particularly involved in the roll-out of company and intercompany travel plans. The Group contributes to setting up structuring projects for the regions and adapting their activities.

The presence of postal service is a constant preoccupation of local elected officials. As a result, there are institutional bodies that, along with these stakeholders, permit the organisation of postal services. At the national level, the Observatoire national de la présence postale (National observatory of postal service presence), established in December 2007, ensures the implementation of the local postal service presence contract. It monitors especially the management of the equalisation fund, the work of the CDPPT (departmental commissions dedicated to postal service) and the evolution of the postal network. It seeks concrete solutions to improve relations between La Poste and its partners.



**96.6%**  
of the French population is located  
less than 20 minutes or 5 kilometres  
from a postal contact point.

## TAKING RESPONSIBILITY FOR THE ENTIRE SUPPLY CHAIN

### Responsible purchasing and sustainable supplier relations G4-12

#### Supply chain

With nearly 40,000 active suppliers, La Poste is actively engaged in mastering its supply chain. The company promotes social responsibility in its value chain and in particular among its suppliers and their subcontractors. Le Groupe La Poste's total procurement is a significant amount, €4.3bn, or one-quarter of its turnover. In order to share its CSR policy and the Group's values, the Procurement department, comprised of 500 buyers, purchasing officers and suppliers across the Group, wrote and

implemented a "Responsible purchasing" approach to all of the Group's external expenditures.

For example, the goal of the Group's Procurement department is to optimise all contractual conditions both to conserve the quality of purchased goods and services, but also to seek suppliers who are sustainable and durable. The "Responsible purchasing" policy includes a clause covering subcontractors to ensure that they respect labour agreements and the Group's values.

Moreover, the procurement process is safeguarded with SAP software and respects internal control principles. The latter also guarantee the separation of roles and responsibilities for the analysis of bids and the selection of suppliers.

### **The framework for responsible purchasing: the Responsible Purchasing Charter signed between Le Groupe La Poste and its suppliers**



By signing the Global Compact of the United Nations in February 2003, and the Charter of inter-company relations of 28 June 2010, Le Groupe La Poste committed itself to respect and promote in its activities and its sphere of influence the principles relative to human rights, labour practices, the environment, the fight against corruption, and responsible purchasing.

In order to extend the Group's values of broad-mindedness, equity, solidarity and development of society, its suppliers are required to engage and share in its actions by adhering to the Group's Responsible Purchasing Charter. To date, the charter has been signed by 99% of La Poste's suppliers. In the selection process, the ranking of bidders includes CSR criteria and favours responsible suppliers, when all other conditions are equal. Throughout the duration of the contract, La Poste supports its suppliers in taking into account CSR issues. For purchases encompassing major economic, environmental and/or social risks, meetings are organised with the service providers to identify mutually beneficial ways forward. This commitment was recognised: on 27 March 2014, the Group and the city of Paris were awarded first prize in the European trophies for public sector purchasing of fair trade textiles.

The Responsible Purchasing Charter was updated in July 2014, in particular concerning payment terms to suppliers. Le Groupe La Poste is subject to the French code for public sector procurement, including equity and transparency. The procurement process is regulated to ensure competition and geographic scope.

The Procurement department has its own Reference guide to ethical 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 received a copy of this reference guide, and all potential decision makers in procurement processes are aware of its existence.

Le Groupe La Poste signed the Charter of intercompany relations governing relations between

large corporate purchasers and small and medium companies, created by the Médiation du crédit and the Compagnie des dirigeants et acheteurs de France (CDAF – Professional organisation of company officers and buyers in France), which includes ten commitments to responsible purchasing practices. This charter is integrated into the Reference guide to ethical and professional conduct.

### **Buyers' CSR practices**

Le Groupe La Poste has put in place a broad array of tools that enable it to incorporate CSR criteria into its procurement practices. This approach applies to all purchasing categories from company catering services to equipment maintenance, including paper, office supplies and furniture, IT services and equipment, transport, buildings, vehicles and grounds maintenance.

#### **Tools to help the buyers**

Le Groupe La Poste has put in place tools to monitor suppliers, their financial condition and their compliance with labour law, notably with respect to illegal employment. One of these tools is a self-assessment guide for responsible purchasing, the result of a collaborative two-year project involving all procurement staff across the Group. This guide allows buyers to evaluate potential purchases in light of CSR criteria. The Group also provides buyers with 45 responsible purchasing fact sheets which list the CSR criteria for each of Le Groupe La Poste's purchasing categories (information relating to environmental, social and societal issues by category, the regulations, the environmental certifications, and the CSR maturity of supplier markets). This allows buyers to better apprehend the market capacities concerned for each purchasing category, to more effectively convince decision makers of the extent to which these suppliers and subcontractors demonstrate social responsibility (particularly social enterprises, the sheltered employment sector and others working for the professional integration of disabled and disadvantaged workers).

Also in 2014, work began on the revision of the self-assessment guide. The matrix of CSR challenges and opportunities was updated to include additional purchasing categories, best practices, certifications and labels.

#### **Specific training courses**

In order to foster the adoption of these tools and raise awareness of CSR issues among the actors within the procurement processes, La Poste runs specific courses to train buyers, as it does for its sales teams. By the end of 2014, 90% of the Group's buyers had taken the Group's two-day training course on

responsible purchasing. This course uses real-life examples to help buyers utilise the tools provided to ensure a responsible approach to procurement. Having completed this course, purchasing managers are able to map purchasing strategies that take sustainability issues into account. They learn 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.

### Learning to encourage responsible purchasing

In 2014, in order to sensitise employees to CSR issues, La Banque Postale created and distributed a document providing examples of the amount of energy consumed in its buildings, equipment, printing, travel, events and consulting.

Also in 2014, La Poste, in partnership with Handeco, held 20 training sessions throughout France to explain to employees in the procurement services the issues involved when purchasing from organisations employing disabled persons. Since the beginning of this partnership in 2013, Handeco has led a total of 38 training sessions for 382 La Poste employees.

## Suppliers

Indicators <sup>(1)</sup>			La Poste	La Poste La Banque Postale and Mediapost SAS
	2012	2013	2014	2014
<b>Amount of purchases in € millions, excluding tax</b>	–	3,781.50	3,046.2	3,794.2
Of which amount of purchases in € millions, excluding tax				
from the protected sector	8.56	11.20	12.56	13.81
from the workforce reintegration sector	2.28	2.77	2.13	2.13
<b>Interim expenses in € millions, excluding tax<sup>(2)</sup></b>	–	117	127	135

(1) For all purchasing indicators, the results disclosed included purchases of the subsidiary Poste Immo, until 2013, whose impact is not material. Purchases comprise all goods and services bought from third parties (materials, transport/logistics, IT, overheads, etc.) that were capitalised or expensed.

(2) Amounts at cost for La Poste; excluding tax for other entities of the Group.

## Acting as a responsible customer

### Limiting economic dependence

La Poste's buyers monitor the economic dependence of suppliers very closely. The Group decided to cap its purchases at 20% of suppliers' annual revenue to reduce the risk of their becoming over-dependent on La Poste. When its purchases exceed this threshold, La Poste's buyers warn a 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, it observes a process to ensure that business with the 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 30 days net.

Le Groupe La Poste is increasing the percentage of SMEs among its suppliers. La Banque Postale also offers loans or factoring for SMEs.

### A commitment to transparency with suppliers

Le Groupe La Poste prides itself on making sure that all eligible suppliers are able to bid for its contracts. To this end, the Group makes its general purchasing terms and conditions freely available for download from the "Suppliers" section of its website <http://espacefournisseurs.inter.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, the website operated by the association Pacte PME automatically informs its users of all purchasing opportunities published on the Group's website.

Moreover, there is a mediator to whom SMEs can bring their problem with a buyer or a decision maker in the procurement process.



#### **Promoting CSR among companies**

The first lever is to promote responsible partners, suppliers (see chapter 6, page 106: "The framework for responsible purchasing").

The second lever is to help spread CSR processes across companies. La Poste participates in several employer clubs and French sustainability clubs (EpE, French Committee for the Environment and Sustainable Development [Comité 21], C3D, the Carbon Footprint Association, Study Centre for Corporate Social Responsibility, ORSE, etc.) and supports NGOs (ORÉE, FNE, FNH) whose purpose is to co-construct and encourage contributions from French civil society to major international sustainability conferences.

La Poste promotes best practices in quality management through its participation in quality-management associations (e.g., AFNOR's Management and Services Committee, the Innov'Acteurs association, AFQP [Association France Qualité Performance, etc.]). It also participates in intercompany associations (e.g., Best Practices ISO or Club Benchmark EFQM) and associations for the service professions and for customer relations (e.g., Association française de la relation client, Association pour le management de la réclamation client, Institut Esprit Service).

The third lever is to encourage research on how to integrate CSR into managerial practices. La Poste is a sponsor of the Diversity chair at Paris-Dauphine University, and founding member (along with the Kedge Management School, SNCF, Orange and several NGOs) of a new chair on the circular economy called "Business as Unusual".

## **SUPPORTING THE ECONOMIC ECOSYSTEM OF LE GROUPE LA POSTE**

### **Supporting the social and solidarity economy (SSE)**

#### **Partnering with *Alliance dynamique* (Dynamic alliance)**

On 14 October 2014, Le Groupe La Poste launched an alliance, named *Alliance dynamique*, with numerous actors in the social and solidarity economy to develop La Poste's products and services in line with those of the SSE. Five major areas of cooperation were identified: financial products of La Banque Postale; the energy transition; repositioning postal services in shared spaces; developing procurement from the

non-profit sector, especially from those organisations employing disabled or disadvantaged workers; and facilitating La Poste employees who would like to volunteer their competencies to help these organisations. These five areas of cooperation are in keeping with La Poste's strategy, "La Poste 2020: Conquering the Future". They are included in the Group's public service agreement signed with the French state.



### **Contributing to organisations employing disabled and other persons with difficulty entering the labour market**

Organisations employing disabled and other persons with difficulty entering the labour market are an important focus for the Group. It places its procurement tenders on a common Internet platform "Handeco – P@ds à P@ds", where it is a founding member. This action, along with others that build

awareness among buyers and managers about procurement from these organisations, has increased the percentage of purchases from these organisations (€14.7 million for La Poste in 2014), and thus local employment of people with disabilities. The platform includes organisations helping other persons with difficulty entering the labour market, facilitating La Poste's purchase of €2.13 million in services from this sector.

## **Contributing to developing new economic sectors**

### **Supporting paper recycling**

Le Groupe La Poste is contributing in particular to the paper-recycling sector to promote the responsible use of this raw material and to support sustainable forest management. La Poste and Mediapost are members and co-founders of the organisation Culture Papier, created in January 2010 to share paper recycling know-how and promote the sustainable use of paper. The Group also helps its business 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. These actions complement the development of the Recy'Go offering, particularly intended for the Group's SME clients (see page 99).

### **The "silver economy": facilitating access to personal assistance services**

In France, Le Groupe La Poste aims to facilitate access to essential goods and services for the entire population.

La Poste signed the Silver economy sector contract co-launched by the Ministry for Productive Renewal and the Ministry for the Elderly and their Autonomy. It facilitates access to personal assistance services, either through those delivered by postal workers or by developing digital services. La Poste has rolled out its Porteo Postal Worker Services (delivery of books and medications) and Cohésio (collection of information at home on behalf of approved third party legal entities). Pilot tests of a digital concierge service are underway. La Banque Postale developed a website

to support caregivers ([www.vivreenaissant.fr](http://www.vivreenaissant.fr)). Postal workers are being equipped with Facteo smartphones – which should be completed by end-2015 – all of which open up many new development opportunities.

Le Groupe La Poste also developed a solution with partners (Tikeasy, Bayard Presse, and Archos) called Cohésio Digital, to create a package of services to encourage "living well at home", including social ties and home support for the elderly. A user-friendly digital tablet called Ardoiz providing access to services and social ties will be tested in April 2015. The project was among the winners selected by the French government as part of the 2030 Global Innovation Competition on 23 July 2014.

### **Solutions for sustainable mobility**

Le Groupe La Poste is especially committed to developing vehicle fleets that are eco-friendly. Combining electric vehicle orders structured the demand for light, electric utility vehicles and gave rise to an industrial sector. An order for nearly 20,000 electric vehicles, including 10,000 for La Poste, was made based on the needs of public corporations, around 20 private companies, local authorities and the French government. The 5,000<sup>th</sup> electric vehicle was delivered to La Poste at the end of 2014.

With the active participation of postal workers, La Poste tested prototypes and drew up specifications for a three-wheel electric vehicle intended to replace partially the accident-prone internal combustion two-wheelers that emit greenhouse gases. In 2014, the manufacturer Ligier won the contract with the Staby, and 100 Stabys have since been introduced.

The Group's expertise in electric fleet management is used to support companies and local authorities in their energy transformation: optimising vehicle fleet management, helping to introduce electric vehicles and creating innovative solutions (car sharing, car pooling, etc.), creating corporate travel plans (PDE). In addition, Mobigreen, a subsidiary of the Services-Mail-Parcels business unit, trains employees of companies and local authorities in eco-driving, handling electric vehicles and road safety. Since 2014, it has been offering a comprehensive consulting service on implementing

sustainable energy consumption as part of captive fleet management. After twenty-seven months of research and development, the consortium InfiniDrive, coordinated by Greenovia, is presenting its conclusions and unveiling a guide to good practice for electric vehicles and their recharging infrastructure for professional vehicle fleets. Among all those selected in response to the call for projects related to "vehicles of the future" launched by ADEME, the French environmental ministry, InfiniDrive is the first one to deliver its conclusions.

## Supporting the collaborative (or sharing) economy

### Le Groupe La Poste supports the festival OuiShare Fest

Le Groupe La Poste was a supporting partner of the festival OuiShare, a professional event held from 5 to 7 May 2014 in Paris, for a large, international community of start-ups, large corporations, designers, media, think tanks, economists, investors and public sector actors who work together to create the future of the collaborative or sharing economy. Three La Poste employees spoke at the conference concerning utilising excess capacity; implementing the collaborative economy inside large corporations; and linking the circular economy and the collaborative economy. La Poste has joined forces with key actors in the collaborative economy in order to develop projects together and to support companies in this sector.



### La Banque Postale, partners with the collaborative economy

Since June 2011, La Banque Postale (LBP) is also supporting the collaborative economy thanks to a partnership signed with KissKissBankBank (KKBB), a crowdfunding platform that allows entrepreneurs to collect funds from the general public to finance their start-up. Each month, LBP finances up to 50% of one selected project: 46 projects have been supported since the partnership was launched. Since 2013, the partnership also includes HelloMerci, a platform for solidarity loans between individuals. Finally, in 2014, LBP launched with KKBB and MakeSense the "Social Cup", the first competition in France for social entrepreneurship by students. The first event included more than 300 students proposing nearly 50 innovative social enterprise projects. Eight projects were selected for the final round of competition held in Paris in January 2015. Axel & Cie won the contest with its start-up for textile recycling. The eight finalists each received a financial award from LBP toward their first crowdfunding campaign on KKBB. Through its partnerships and its own actions, LBP is encouraging both the entrepreneurial spirit and the development of the collaborative economy.



### Supporting innovation that contributes to CSR in companies

On 26 May 2014, Le Groupe La Poste launched Start'in/Post, a subsidiary dedicated to a complete programme to incubate, accelerate and support innovative start-ups. It will take charge of concept tests, and provide industrial and commercial development support, consultancy and access to La Poste's network. In some cases, it will finance growth. The Digital Services business unit is entrusted with the management of this incubator. Through Start'in/Post, the Group aims to support the development of start-ups that could stimulate business in La Poste and in its subsidiaries' current and future markets.

The projects are selected based on three major themes, in line with the strategic plan "La Poste 2020: Conquering the Future", namely, services for business, e-commerce and more generally professional customers; services delivered to the home that could mobilise postal workers; and services that build trust in digital solutions.

Le Groupe La Poste's operational entities are "industrial sponsors" for the start-up, particularly to carry out testing in real-market conditions. Start'in/Post received €5 million in initial capital, and sets as its goal to host 24 start-ups each year when fully operational. In five months of activity, Start'in/Post received 142 applications. At the end of November 2014, the programme launched five tests between the start-ups and the Group's operational units. One of them succeeded to establish a business partnership between the company Heuritech and Media Data Live, and entered into Start'in/Post's acceleration phase. Heuritech is specialised in reprocessing Big Data with the aim of improving communication, advertising and promotional campaign targeting.



La Poste's digital hub, a universal solution connecting all devices.





## **8 / DEVELOPING SOLIDARITY AND BUILDING TOGETHER**

**p. 115 /** Carbon offsetting and the preservation of ecosystems

**p. 117 /** Group and employee commitment to social integration

**p. 119 /** Postal workers' commitment to employee associations and in particular solidarity associations

**p. 120 /** La fondation La Poste promotes writing, culture, solidarity and innovation

### **LE GROUPE LA POSTE IS WORKING TO PREVENT EXCLUSION,**

given its long-standing commitment to improve access to information by creating links between the parties, and to provide access to banking and insurance services. The Group and its staff are committed to helping vulnerable people gain access to education, culture and, ultimately, employment. Moreover, Le Groupe La Poste supports carbon offset programmes and other initiatives to reduce carbon emissions and enhance the well-being of the population.

## CARBON OFFSETTING AND THE PRESERVATION OF ECOSYSTEMS

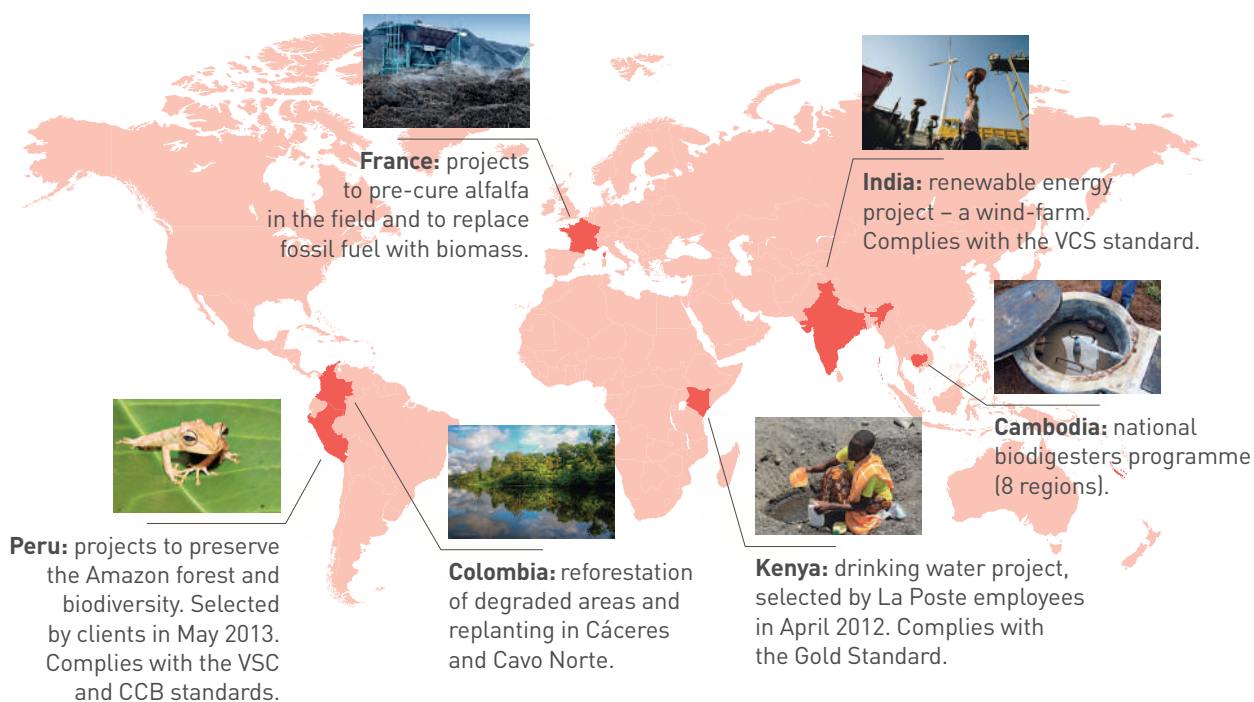
### Carbon offsetting: investing in projects that pay big social and environmental dividends

Carbon offsets are part of a global effort to fight climate change (see chapter 6). In addition to preventing, measuring and reducing CO<sub>2</sub> emissions, carbon offsets encourage the social development of communities through the development of renewable energy sources, the restoration of forests, access to drinking water, and the distribution of energy-efficient equipment. Since March 2012, La Poste offsets its CO<sub>2</sub> emissions from the Services-Mail-Parcels business unit through the purchase of carbon credits in the voluntary carbon credit market.

In 2014, Le Groupe La Poste thus purchased carbon credits, including verification and validation, that allowed it to offset its millions of tonnes of CO<sub>2</sub> equivalent emissions (greenhouse gas emissions due to the energy consumption of buildings, internal and subcontracted transportation and the entirety of its paper, hybrid and digital offerings).

Since 2012, the carbon neutrality programme has been in place in the Services-Mail-Parcels and Digital Services business units. It applies to greenhouse gas emissions linked to energy consumption in buildings, to transportation both internal and subcontracted, and to services involving paper, digital and hybrids.

#### Six projects supported by Le Groupe La Poste





## The Livelihoods Fund

In 2012, La Poste joined the Livelihoods carbon investment fund. Originally the initiative of Groupe 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.

## GeoPost's carbon offset programme

Since 2012, GeoPost has offset the CO<sub>2</sub> emissions that it cannot avoid by financing environmental projects around the world. In 2014, it offset 700,000 tonnes of CO<sub>2</sub> emissions in three main projects in Cambodia, Colombia and France.

- The first project concerns a national programme in Cambodia to replace kerosene with a biodigester system that generates lighting and heat for cooking. This reduces CO<sub>2</sub> emissions from kerosene in the home, thereby improving the health of the inhabitants. Moreover, the waste is used as fertiliser, which reduces the need for harmful pesticides. 20,288 biodigesters were distributed in eight regions, benefitting approximately 100,000 persons.

- The second project concerns a forestry restoration programme in two distinct regions of Colombia. The aim is to plant trees to restore its rich biodiversity that has been degraded by illegal gold prospecting, coca plantation and unsuitable agriculture. 18 varieties of trees have been planted on 1,200 hectares to protect water resources and restore biodiversity.
- The third project concerns an alfalfa dehydrating programme in France using wood pellets instead of coal. By switching to biomass, 570,000 tonnes of CO<sub>2</sub> emissions have been reduced over the programme's life, along with reduced use of pesticides. These three activities are also associated with new job creation.

## Creating the Postal Carbon Fund in UPU

Le Groupe La Poste also supported the creation of the Postal Carbon Fund to offset carbon emissions (an association under Swiss law) in April 2014 with eight other founding postal services (Costa Rica, Ecuador, Finland, Ireland, Senegal, Switzerland, Thailand and Togo). The first industry sector specific carbon compensation fund in the world, it allows postal services in developed countries to offset their CO<sub>2</sub> emissions by funding sustainable development and emission reduction projects in developing countries.

These carbon credits have special meaning for business customers which also operate in these countries. They help mobilise solidarity around climate change within an industrial sector, and promote technology transfer and know-how. Moreover, they encourage low carbon development of the postal sector, and reinforce the sense of Le Groupe La Poste's carbon offsetting by giving it an international dimension. In this way, these carbon credits correspond perfectly to Ban Ki Moon's expectations to ensure the energy transition: the addition of long-term investments implemented through transnational alliances to support sustainable development and the climate (ATSC).



## GROUP AND EMPLOYEE COMMITMENT TO SOCIAL INTEGRATION

The initiatives aimed at social integration focus on access to money and information as well as access to and return to employment. They rely on joint initiatives with volunteer employees.

Le Groupe La Poste encourages its postal workers to engage in voluntary activities as illustrated by the following two examples.

The Group participates in the efforts of Mecenova, an association that brings together enterprises and non-profit associations to further activities in the general interest of society. Through Mecenova,

it helps organise volunteer activities for postal workers during a "Challenge" week that took place in a number of regions (Alsace, Aquitaine, PACA and Rhône-Alpes, the Greater Paris Region...).

Le Groupe La Poste supports its employees' commitment to solidarity internationally, by financially supporting two non-profit associations, Planète Urgence, since 2006, and France Volontaires, since 2008. In 2014, 50 La Poste employees went on humanitarian leave, bringing the number of employees who have given their time and expertise to educational and socio-economic missions to nearly 550.

### Promoting social integration

Beyond assuring access to its service offering to the largest possible number, La Poste's goal of contributing to social integration is complemented by various actions. A study was conducted through

on-line social networks to review the solutions adopted by people under financial constraints. The lessons learned served to enhance training for postal workers in contact with these populations.

### Promoting the autonomy of vulnerable customers

La Banque Postale pays special attention to financial vulnerability. It supports the association Institut pour l'éducation financière du public (Institute for financial education of the public) and the association Entreprise et Pauvreté (Entreprise and Poverty). It also rolled out the "L'Appui" platform, which provides advice and banking/budgeting guidance for financially vulnerable customers. It was expanded in 2014 to financial centres, volunteer post offices (more than 100 in the Greater Paris region and in the Rhône-Alpes region), to La Poste's Mediator, claims departments and partner charitable organisations. "L'Appui" was recognised by the French government as one of the projects certified among those in the programme "La France s'engage" (France commits). LBP also offers customers who are experiencing temporary or recurring financial problems services like banking and budgetary support, and an introduction to partners, associations and social

services, in order to expand access to entitlements and to socially inclusive offers.

In 2014, La Banque Postale and La Poste Network supported a project that engaged its employees in leading educational workshops on budgeting for young people registered in local employment agencies in association with CRÉSUS (Chambre Régionale du Surendettement Social), an association that helps people experiencing over-indebtedness.

Le Groupe La Poste also partnered with the Monalisa association, whose goal is to encourage elderly people to maintain active lifestyles.

## Promoting employment for vulnerable people

Le Groupe La Poste is also involved in promoting the employment of vulnerable people by:

- informing the most vulnerable young people and job-seekers about its businesses through participating in local authorities' job fairs, local integration plans, in employment organisations' plans (local missions and job centres);
- developing mentoring and sponsorship programmes for young people and job-seekers through various partnerships (*Nos quartiers ont des talents* – Our neighborhoods have talent; *Les Écoles de la 2<sup>e</sup> chance* – The second-chance schools);

- supporting young people seeking professional integration. In July 2014, Mediapost SAS and EPIDE signed a partnership agreement for which Mediapost SAS obtained the prize in the "Training and Mentoring" category during the 9<sup>th</sup> Diversity Awards.



## Banking inclusion and education

LBP's commitment includes participation in several banking education efforts. In partnership with the Local Mission network since 2012, LBP has offered budget education workshops for young persons.

Led by volunteers from Le Groupe La Poste, these workshops cover good budgeting practices, how to use a bank checking account, and how to manage credit and savings. Over the past three years, several hundred young persons in these local missions have benefitted from these workshops. The commitment of LBP and La Poste staff has extended during 2014 to additional volunteer activities to promote banking access. In 2014, nearly 200 employees volunteered for four types of activities. The first is to lead workshops on budgeting and finance for youth or partner associations that fight against banking exclusion. The second consists of sponsoring a mini-enterprise to help a group of 10 to 20 students to create a company, guided by the association "*Entreprendre pour Apprendre*" (Start an enterprise to learn). The third is to assist in the creation of a micro-enterprise with PlaNet Finance France. Finally, the fourth is to raise awareness among entrepreneurs of the need for professional insurance. LBP is a founding member of the public foundation "*Entrepreneurs de la Cité*", whose goal is to enhance entrepreneurs' protection via insurance.

### B' A' ba Solidarité

La Poste started a project in cooperation with the association B. A. ba Solidarité in 2013 to help office cleaning personnel lacking literacy to improve their knowledge of the French language and "*Les savoir-faire de leur métier*" – their professional skills. It consists of formal classes with a training organisation complemented by tutoring in individual sessions with volunteers from La Poste. Seven cleaning personnel were being assisted by 28 volunteers from La Poste in 2014.

## POSTAL WORKERS' COMMITMENT TO EMPLOYEE ASSOCIATIONS AND IN PARTICULAR SOLIDARITY ASSOCIATIONS

Within the framework of a coalition of associations dedicated to missions of solidarity, postal workers can either volunteer or take a humanitarian assignment in one of these associations.

Here are several examples of their engagement:

- humanitarian leave for a first-aid worker to join the National union of first aid and rescue workers;
- involvement of postal workers in the Association of disabled people or re-assigned workers of La Poste:
  - maintaining social contact,
  - raising awareness about handicapped persons,
  - communication activities;
- involvement of postal workers in the Association of sick and disabled persons of La Poste:
  - deliberations concerning a project to improve internal procedures (quality, monitoring records of partnerships),
  - listening and accompanying sick and disabled persons,
  - participating in preventive activities and promoting the association.



I would like to volunteer a little of my free time to help those children who are in difficult situations and for whom learning the French language is critical.

**Myriam Gautier**

Postal worker from the regional delegation of Le Groupe La Poste in Languedoc-Roussillon.

# LA FONDATION LA POSTE PROMOTES WRITING, CULTURE, SOLIDARITY AND INNOVATION

The letter is an excellent means to create social links; its development propelled that of La Poste; the evolutions in letter writing determine our future. For this reason, La Fondation La Poste is dedicated to writing with an eclectic approach combining the concern for quality with the freedom of a foundation, but with the will to be of La Poste as well as of all the postal workers.



**Dominique Blanchecotte**  
Executive Officer of La Fondation La Poste

Created in 1995, La Fondation La Poste, an entity linked to the company, supports the written word. It is first and foremost the sponsor of letter writing, promoting awareness especially to a broad public by helping publish correspondence or events that demonstrate the value of letters. Committed to promote writing for everyone, it helps associations and collectivities that pursue activities for socially isolated or fragile persons, such as learning to write, using the written language in daily life when it is necessary, or expressing oneself clearly with ease and pleasure. Several workshops with a playful approach to learning took place in schools, in underprivileged neighbourhoods, and in hospitals.

The foundation is also interested in new forms of writing and the prizes that reward them, in the words of songs, and in the multiplication of digital writing.

The foundation works to distribute its activities throughout France, including overseas. It would like postal workers to participate, as actors or beneficiaries, by joining the efforts of associations, attending festivals, more easily purchasing books, and profiting from culture, for example, with a free subscription to the electronic literary review Florilettres [www.fondationlaposte.org](http://www.fondationlaposte.org)

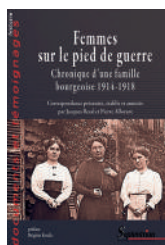
In 2014, La Fondation La Poste financed 128 initiatives that illustrate the Group's values – proximity, solidarity, innovation – and its civic commitment.

## LA FONDATION LA POSTE INITIATIVES IN 2014 BY REGION

### ÎLE-DE-FRANCE

- Africultures association, writing and photography workshops to produce a novel "Belleville en bulles"
- Lire, c'est vivre association: writing workshops, Fleury Mérogis prison

### NORD-PAS-DE-CALAIS



- *Women on war footing: Chronicle of a bourgeois family 1914-1918*, published by Presses Universitaires du Septentrion
- City of Lens, writing workshops

### PICARDIE

- Prolifik Record association, Slide Kids 2014

### CENTRE

- Letters from the countryside, Pays de Loire – Beauce
- Friends of Max Jacob association, "Max Jacob 1976-1944, Life and death of a fallen angel"

- Publication of correspondence
- Text and music
- Events
- Solidarity activities

## FRANCHE-COMTÉ



- Jacques Brel festival at Vesoul, 3 to 11 October 2014

## CHAMPAGNE-ARDENNE

- Initiales association, Vivre ensemble, the festival of the written word

## ALSACE

- CRAPT CARRLI association, The pleasure of writing, Seeds of stories

## BOURGOGNE

- Le Festival du Mot, 9<sup>th</sup> edition, La Charité-sur-Loire, 28 May to 1 June

## RHÔNE-ALPES

- Festival de la Correspondance, 19<sup>th</sup> edition, Grignan, 1 to 6 July
- Théâtre du Fenouillet association, 'From the front to the farm and from the farm to the front'
- Publication of tome XIX of the complete works of Montesquieu, volume 2 of Montesquieu's correspondence 1731-1747
- Literary cafés of Montélimar
- Sport dans la ville association, L'Apprenti'Bus writing workshops

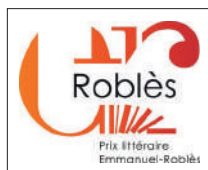
## PROVENCE-ALPES-CÔTES D'AZUR

- Compagnie Mises en Scène in Avignon, La Parabole des papillons writing workshops
- Correspondances de Manosque – La Poste, 16<sup>th</sup> edition, 24 to 28 September
- Académie européenne de musique, Festival d'Aix-en-Provence, 17<sup>th</sup> edition, 2 to 24 July

## LANGUEDOC-ROUSSILLON

- Uni'Sons association, Hip Hop writing workshop
- Mots en images association, Beautiful memories writing workshop

## MIDI-PYRÉNÉES



- Young writer's prize association, 'Emmanuel Roblès, a literary life', 15 November
- Encounters in Aubrac, 19<sup>th</sup> edition, À la rencontre d'écrivains association, 18 to 22 August
- Le Marathon des mots de Toulouse, 10<sup>th</sup> edition, 26 to 29 June
- Broquiès retirement home, inter-generational writing workshops

## AQUITAINE LANGUEDOC-ROUSSILLON

- Voix du Sud association in Astaffort
- Libreplume association, writing workshops

## POITOU-CHARENTES



- Music festival Francofolies La Rochelle, 30<sup>th</sup> edition, 10 to 14 July

## BRETAGNE

- Therapeutic home for middle and high school students, writing workshops
- Les Établissements Bollec association, "Citad'elles" writing workshops in the Rennes prison

## BASSE-NORMANDIE

- Seminar in Cerisy-la-Salle, International cultural centre, 16 to 23 August



**La Poste's Museum** encourages the largest possible public to view its collections, and in particular people who are not familiar with cultural institutions. For nearly two years, it has collaborated with groups from the Paris region that work to overcome illiteracy. In this task, it has the support of the National Agency to Overcome Illiteracy (ANLCI – Agence nationale de la lutte contre l'illettrisme) by offering to associations and their group members free access to all its cultural activities: guided tours, "customised" workshops and projects (for example, From the courier's briefcase to the postal worker, Mail Art workshop, etc.). From May to December 2014, **the Museum held 13 sessions for 254 "second chance" students.**

Since 2012, La Banque Postale is engaged with **"L'Envol, the campus of LBP"**. This association, in partnership with the National Educational organisation, aims to promote each year the evolution of 60 talented youths from disadvantaged backgrounds (urban and rural) during secondary school and higher education. They are accompanied financially and culturally with the help of volunteer postal workers from their early education all the way up through their entry into a high-level educational or professional activity.

In addition, La Poste continues to contribute to **philanthropic efforts** for important national causes such as the Téléthon (raising funds for neuromuscular research and care), Pièces Jaunes (raising funds for children in hospital), Rally des Gazelles (auto rally in Morocco for women only).



## **9 / APPENDICES**

**p. 124 / Appendix 1**

**p. 147 / Appendix 2**

**p. 160 / Appendix 3**

## Appendix 1

# REFERENCE TABLE GRI-G4

### Article 225 of the Grenelle II law and Global Compact COP

N/A = Not applicable / N.av. = Not available / N.g. = Not given

Partial Total: RD = Registration Document

CSRR = CSR Report

■ Indicator complete

▬ Indicator partially complete

□ Not available or not provided for Le Groupe La Poste

		REFERENCE GRI-4				CROSS-REFERENCE TABLE	
GRI No.	Description	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
<b>1. STRATEGY AND ANALYSIS</b>							
<b>G4-1</b>	Statement from the most senior decision maker of the organisation about the relevance of sustainability to the organisation and its strategy for addressing sustainability	Le Groupe La Poste	CSRR	2 and 3	A word from the Chairman	I.2.a.1	A
<b>G4-2</b>	Description of key impacts, risks and opportunities	Le Groupe La Poste	CSRR	19-22	2/ La Poste 2020: Conquering the Future – A CSR policy integrated into the Group's strategy	I.2.a.1	A
<b>2. ORGANISATIONAL PROFILE</b>							
<b>G4-3</b>	Name of the organisation	Le Groupe La Poste	CSRR RD	cover I 20	4/ Information about the Company	I.2.a.1 I.2.a.2 I.2.a.4 II.3.c.2	B
<b>G4-4</b>	Primary brands, products and services	Le Groupe La Poste	CSRR	13	1/ Overview of Le Groupe La Poste	I.2.a.1 I.2.a.2 I.2.a.4 II.3.c.2	B
<b>G4-5</b>	Location of headquarters	Le Groupe La Poste	CSRR RD	cover IV 20	4/ Information about the Company	I.2.a.1 I.2.a.2 I.2.a.4 II.3.c.2	---
<b>G4-6</b>	Number of countries where the organisation operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	Le Groupe La Poste	CSRR	14	1/ Overview of Le Groupe La Poste	I.2.a.1 I.2.a.2 I.2.a.4 II.3.c.2	---
<b>G4-7</b>	Nature of ownership and legal form	Le Groupe La Poste	CSRR RD	9 20	1/ Overview of Le Groupe La Poste 4/ Information about the Company	I.2.a.1 I.2.a.2 I.2.a.4 II.3.c.2	---
<b>G4-8</b>	Markets served including geographic breakdown, sectors served and types of customer or beneficiaries	Le Groupe La Poste	CSRR	13	1/ Overview of Le Groupe La Poste	I.2.a.1 I.2.a.2 I.2.a.4 II.3.c.2	---



		REFERENCE GRI-4				CROSS-REFERENCE TABLE	
GRI No.	Description	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
<b>G4-9</b>	<p>Scale of the organisation, including:</p> <ul style="list-style-type: none"> <li>• is the total number of employees;</li> <li>• is the total number of operations;</li> <li>• the net sales (for private sector organisations) or net revenues (for public sector organisations);</li> <li>• total capital, in terms of debt and equity (for private sector organisations);</li> <li>• the quantity of products or services provided.</li> </ul>	Le Groupe La Poste	CSRR	8 to 13	1/ Overview of Le Groupe La Poste	I.2.a.1 I.2.a.2 I.2.a.4 II.3.c.2	- - -
<b>G4-10</b>	<p>Total workforce by job type, employment contract and region, and by gender.</p> <p>Indicate if a significant portion of the organisation's activity is ensured by persons with the legal status of self-employed, or persons other than employees or temporary staff, including the employees or temporary staff of service contractors.</p> <p>Indicate any significant change in the number of employees (such as seasonal variations in employment in tourism or agriculture).</p>	La Poste and Groupe La Poste	CSRR	69 and 70	5/ Developing professional skills – The labour-management agreement	I.1.a.1.2_4 I.1.a.2.1 I.1.a.2.2	COP6 to COP8
<b>G4-11</b>	Percentage of all employees covered by a collective bargaining agreement.	Le Groupe La Poste	CSRR	70	5/ Developing professional skills – The labour-management agreement	I.1.e.1	COP6 to COP8
<b>G4-12</b>	Description of the organisation's supply chain	Le Groupe La Poste	CSRR	106 and 107	7/ Sustainable regional economic development and employment	I.2.a.1 I.2.a.2 I.2.a.4 II.3.c.2	- - -
<b>G4-13</b>	<p>Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including:</p> <ul style="list-style-type: none"> <li>• changes to sites or variations in activities, including the opening, closing or expansion of sites;</li> <li>• changes in the location of, or changes in, operations, including facility openings, closings, and expansions</li> <li>• changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations)</li> <li>• changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination.</li> </ul>	N.av.	N.av.	N.av.	N.av.	I.3.c.1	COP2

		REFERENCE GRI-4				CROSS-REFERENCE TABLE	
GRI No.	Description	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
<b>Commitments to external initiatives</b>							
<b>G4-14</b>	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	Groupe La Poste and La Banque Postale	CSRR	39	3/ An embedded approach to CSR supported by strong governance	---	COP1
<b>G4-15</b>	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	Le Groupe La Poste / La Poste and its subsidiaries	CSRR	37	3/ An embedded approach to CSR supported by strong governance	---	COP1 to 21
<b>G4-16</b>	Membership of associations (such as industry associations) and national or international advocacy organizations in which the organisation: <ul style="list-style-type: none"> <li>• Holds a position on the governance body</li> <li>• Participates in projects or committees</li> <li>• Provides substantive funding beyond routine membership dues</li> <li>• Views membership as strategic</li> </ul>	Le Groupe La Poste	CSRR	53 and 54	3/ An embedded approach to CSR supported by strong governance	---	COP15 to 17
<b>3. IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>							
<b>G4-17</b>	List of all entities included in the organisation's consolidated financial statements or equivalent documents. Report whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report.	Le Groupe La Poste	RD	410-418	20/ Financial information regarding the assets and liabilities, financial position and results of the issuer - Note 41	I.2.a.1 I.2.a.2 I.2.a.4 II.3.c.2 PG2 PG4	---
<b>G4-18</b>	Process for defining the report content and the aspect boundaries. Explain how the organisation has implemented the reporting principles for defining report content.	Le Groupe La Poste	CSRR	18-22	2/ La Poste 2020: Conquering the Future - A CSR policy integrated into the Group's strategy	PG4	---
<b>G4-19</b>	List of material aspects identified in the process for defining report content.	Le Groupe La Poste	CSRR	18-22	2/ La Poste 2020: Conquering the Future - A CSR policy integrated into the Group's strategy	---	---
<b>G4-20</b>	For each material aspect, report the aspect boundary within the organisation, as follows: <ul style="list-style-type: none"> <li>• Report whether the aspect is material within the organisation</li> <li>• If the Aspect is not material for all entities within the organisation (as described in G4-17), select one of the following two approaches and report either: <ul style="list-style-type: none"> <li>- The list of entities or groups of entities included in G4-17 for which the aspect is not material or</li> <li>- The list of entities or groups of entities included in G4-17 for which the aspects is material</li> </ul> </li> <li>• Report any specific limitation regarding the aspect boundary within the organisation</li> </ul>	Le Groupe La Poste	CSRR	19-28	2/ La Poste 2020: Conquering the Future - A CSR policy integrated into the Group's strategy	PG2	---

		REFERENCE GRI-4				CROSS-REFERENCE TABLE	
GRI No.	Description	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
<b>G4-21</b>	For each material aspect, report the aspect Boundary outside the organisation, as follows: <ul style="list-style-type: none"> <li>• Report whether the aspect is material outside of the organisation</li> <li>• If the aspect is material outside of the organisation, identify the entities, groups of entities or elements for which the aspect is material.</li> </ul> In addition, describe the geographical location where the aspect is material for the entities identified <ul style="list-style-type: none"> <li>• Report any specific limitation regarding the aspect boundary outside the organisation</li> </ul>	Le Groupe La Poste	CSRR	19-28	2/ La Poste 2020: Conquering the Future - A CSR policy integrated into the Group's strategy	PG2	- - -
<b>G4-22</b>	The effect of any restatements of information provided in previous reports, and the reasons for such restatements.	La Poste	CSRR	73	5/ Developing professional skills - The labour-management agreement	PG1	- - -
<b>G4-23</b>	Significant changes from previous reporting periods in the scope and aspect boundaries	N/A	N/A	N/A	N/A	PG1	

#### 4. STAKEHOLDER ENGAGEMENT

##### Stakeholder engagement

<b>G4-24</b>	List of stakeholder groups engaged by the organisation	Le Groupe La Poste	CSRR	45-48	3/ An embedded approach to CSR supported by strong governance	I.3.b.1	COP21
<b>G4-25</b>	Basis for identification and selection of stakeholders with whom to engage	Le Groupe La Poste	CSRR	45-48	3/ An embedded approach to CSR supported by strong governance	I.3.b.1	COP21
<b>G4-26</b>	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Le Groupe La Poste	CSRR	45-48	3/ An embedded approach to CSR supported by strong governance	I.3.b.1	COP21
<b>G4-27</b>	Key topics and concerns raised through stakeholder engagement, and how the organisation has responded to them, including through its reporting	Le Groupe La Poste	CSRR	45-48	3/ An embedded approach to CSR supported by strong governance	I.3.b.1	COP21

#### 5. REPORT PROFILE

<b>G4-28</b>	Reporting period (such as fiscal or calendar year) for information provided.	Le Groupe La Poste	CSRR	-	-	- - -	- - -
<b>G4-29</b>	Date of most recent previous report (if any)	Le Groupe La Poste	CSRR	-	-	- - -	- - -
<b>G4-30</b>	Reporting cycle (such as annual, biennial, ...)	Le Groupe La Poste	CSRR	-	-	- - -	- - -
<b>G4-31</b>	Contact point for questions regarding the report or its contents	Le Groupe La Poste	CSRR	-	-	- - -	- - -

GRI No. Description	REFERENCE GRI-4				CROSS-REFERENCE TABLE	
	Scope	Document	Pages	Chapter	Grenelle II	Global Compact

#### GRI content index

<b>G4-32</b>	"In accordance" option chosen by the organisation and GRI content index for the chosen option. Indicate the reference to the external assurance report, if the report has been externally assured.	Le Groupe La Poste	RD	552	A3/ Summary of information pertaining to the social and environmental consequences of the business activities, and societal commitments in favour of sustainable development	PG3	- - -
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#### External assurance

<b>G4-33</b>	The organisation's policy and current practice with regard to seeking external assurance for the report	Le Groupe La Poste	RD	552	A3/ Summary of information pertaining to the social and environmental consequences of the business activities, and societal commitments in favour of sustainable development	PG5 PG6 PG7	D COP1 COP20
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## 6. GOVERNANCE

#### Governance structure and composition

<b>G4-34</b>	Governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	Le Groupe La Poste	CSRR RD	30-33 203-218	3/ An embedded approach to CSR supported by strong governance 14/ Administrative, management and supervisory bodies and Executive Management	- - -	COP1 COP20
<b>G4-35</b>	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	Le Groupe La Poste	CSRR	30-33	3/ An embedded approach to CSR supported by strong governance	- - -	- - -
<b>G4-36</b>	Report whether the organisation has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	Le Groupe La Poste	CSRR	30-33	3/ An embedded approach to CSR supported by strong governance	- - -	- - -
<b>G4-37</b>	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	Le Groupe La Poste	CSRR	30-33	3/ An embedded approach to CSR supported by strong governance	- - -	- - -

		REFERENCE GRI-4				CROSS-REFERENCE TABLE	
GRI No.	Description	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
<b>G4-38</b>	Composition of the highest governance body and its committees by: <ul style="list-style-type: none"> <li>• executive or non-executive</li> <li>• independence</li> <li>• tenure on the governance body</li> <li>• number of each individual's other significant positions and commitments and the nature of the commitments</li> <li>• gender</li> <li>• membership of under-represented social groups</li> <li>• competences relating to economic, environmental and social impacts</li> <li>• stakeholder representation</li> </ul>	Le Groupe La Poste	CSRR RD	30-33 203-218	3/ An embedded approach to CSR supported by strong governance 14/ Administrative, management and supervisory bodies and Executive Management	- - -	- - -
<b>G4-39</b>	Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organisation's management and the reasons for this arrangement).	Le Groupe La Poste	CSRR	30-33	3/ An embedded approach to CSR supported by strong governance	- - -	- - -
<b>G4-40</b>	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including: <ul style="list-style-type: none"> <li>• Whether and how diversity is considered</li> <li>• Whether and how independence is considered</li> <li>• Whether and how expertise and experience relating to economic, environmental and social topics are considered</li> <li>• Whether and how stakeholders (including shareholders) are involved</li> </ul>	Le Groupe La Poste	CSRR RD	30-33 203-218	3/ An embedded approach to CSR supported by strong governance 14/ Administrative, management and supervisory bodies and Executive Management	- - -	COP1 COP20
<b>G4-41</b>	Processes in place for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders	Le Groupe La Poste	CSRR	31	3/ An embedded approach to CSR supported by strong governance	- - -	COP1 COP2 COP20

#### Highest governance body's role in setting purpose, values and strategy

<b>G4-42</b>	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	-	-	-	-	- - -	- - -
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#### Highest governance body's competencies and performance evaluation

<b>G4-43</b>	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	-	-	-	-	I.2.a.2	
<b>G4-44</b>	Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics.	Le Groupe La Poste	CSRR	32	3/ An embedded approach to CSR supported by strong governance	I.1.a.3.1 I.1.a.3.2 I.2.a.1	COP1

		REFERENCE GRI-4				CROSS-REFERENCE TABLE	
GRI No.	Description	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
<b>Highest governance body's role in risk management</b>							
<b>G4-45</b>	Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities, as well as compliance with international standards, codes of conduct and principles.	Le Groupe La Poste	CSRR	20	2/ La Poste 2020: Conquering the Future - A CSR policy integrated into the Group's strategy	---	D COP1 COP20
<b>G4-46</b>	The highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics.	-	-	-	-	---	---
<b>G4-47</b>	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	-	-	-	-	---	D COP1 COP20
<b>Highest governance body's role in non-financial reporting</b>							
<b>G4-48</b>	Report the highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material aspects are covered.	-	-	-	-	---	---
<b>Highest governance body's role in evaluation economic, environmental and social performance</b>							
<b>G4-49</b>	Process for communicating critical concerns to the highest governance body.	-	-	-	-	---	---
<b>G4-50</b>	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	Le Groupe La Poste	CSRR	161	9/ Appendices	---	---
<b>Remuneration and incentives</b>							
<b>G4-51</b>	Remuneration policies for the highest governance body and senior executives. Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.	Le Groupe La Poste	CSRR	34	3/ An embedded approach to CSR supported by strong governance	I.1.a.3.1	COP1 COP20
<b>G4-52</b>	Process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organisation.	Le Groupe La Poste	CSRR	34	3/ An embedded approach to CSR supported by strong governance	---	---

		REFERENCE GRI-4				CROSS-REFERENCE TABLE	
GRI No.	Description	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	-	-	-	-	---	---
G4-54	Ratio of the annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	Le Groupe La Poste	CSRR	34	3/ An embedded approach to CSR supported by strong governance	---	---
G4-55	Ratio of percentage increase in annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	-	-	-	-	---	---

## 7. ETHICS AND INTEGRITY

G4-56	The organisation's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	Le Groupe La Poste	CSRR	34	3/ An embedded approach to CSR supported by strong governance	II.3.d	COP12
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organisational integrity, such as helplines or advice lines.	Le Groupe La Poste	CSRR	34	3/ An embedded approach to CSR supported by strong governance	---	---
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	Le Groupe La Poste	CSRR	34	3/ An embedded approach to CSR supported by strong governance	---	---

## SPECIFIC STANDARD DISCLOSURES

### Economic

#### Disclosures on management approach

G4-DMA	<p>a. Report why the aspect is material. Report the impacts that make this aspect material.</p> <p>b. Report how the organisation manages the material aspect or its impacts.</p> <p>c. Report the evaluation of the management approach, including:</p> <ul style="list-style-type: none"> <li>• The mechanisms for evaluating the effectiveness of the management approach</li> <li>• The results of the evaluation of the management approach</li> <li>• Any related adjustments to the management approach</li> </ul>	Le Groupe La Poste	CSRR	104	7/ Sustainable regional economic development and employment	---	---
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		REFERENCE GRI-4				CROSS-REFERENCE TABLE	
GRI No.	Description	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
<b>Economic Performance</b>							
<b>G4-EC1</b>	Direct economic value generated and distributed, including revenues, operating costs, employee wages and benefits, donations and other community investments, the resulting funds in reserve, and payments to capital providers and governments	Le Groupe La Poste	CSRR	53	3/ An embedded approach to CSR supported by strong governance	I.1.a.3.1	COP15 COP16
<b>G4-EC2</b>	Financial implications and other risks and opportunities for the organisation's activities due to climate change	Le Groupe La Poste	CSRR	91	6/ Reducing the Group's environmental footprint and supporting the energy transition	II.2.a.4	COP15 COP16
<b>G4-EC3</b>	Coverage of the organisation's defined benefit plan obligations	Le Groupe La Poste	CSRR	87	5/ Developing professional skills - The labour-management agreement	---	COP15 COP16
<b>G4-EC4</b>	Financial assistance received from government	Le Groupe La Poste	CSRR	39	3/ An embedded approach to CSR supported by strong governance	---	COP15 COP16
<b>Market presence</b>							
<b>G4-DMA</b>	Market presence - Disclosures on management approach	Le Groupe La Poste	CSRR	8 to 16	1/ Overview of Le Groupe La Poste	---	---
<b>G4-EC5</b>	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	N.av.	N.av.	N.av.	N.av.	I.1.a.3.1	COP15 COP16
<b>G4-EC6</b>	Proportion of senior management hired from the local community at significant locations of operation	N.av.	N.av.	N.av.	N.av.	I.1.a.2.1 I.3.a.2	COP15 COP16
<b>Indirect economic impacts</b>							
<b>G4-DMA</b>	Indirect economic impacts - Disclosures on management approach					---	---
<b>G4-EC7</b>	Development and impact of infrastructure investments and services supported. Report the extent of development of significant infrastructure investments and services supported. Report the current or expected impacts on communities and local economies. Report positive and negative impacts where relevant. Report whether these investments and services are commercial, in-kind, or pro bono engagements.	Le Groupe La Poste	CSRR	106, 107, 110, 113, 119, 122	7 / Sustainable economic development of regions and employment 8/ Developing solidarity and building together	I.3.a I.3.b.2	COP15 COP16
<b>G4-EC8</b>	Significant indirect economic impacts, including the extent of impacts. Report examples of the significant identified positive and negative indirect economic impacts the organisation has. Report the significance of the impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.	Le Groupe La Poste	CSRR	106	7/ Sustainable regional economic development and employment	I.3.a.2	COP15 COP16



GRI No. Description	REFERENCE GRI-4				CROSS-REFERENCE TABLE	
	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
<b>Procurement practices</b>						
<b>G4-DMA</b> Procurement practices - Disclosures on management approach	Le Groupe La Poste	CSRR	106	7/ Sustainable regional economic development and employment	- - -	
<b>G4-EC9</b> Proportion of spending on local suppliers at significant locations of operation	Le Groupe La Poste	CSRR	107	7/ Sustainable regional economic development and employment	I.1.a.2.1 I.3.a.2	COP15 COP16
<b>Environmental</b>						
<b>Environmental</b>						
<b>G4-DMA</b> Environmental	Le Groupe La Poste/ Branches/ Divisions	CSRR	90-101	6/ Reducing the Group's environmental footprint and supporting the energy transition	- - -	- - -
<b>Materials</b>						
<b>G4-EN1</b> Materials used by weight or volume	Le Groupe La Poste	CSRR	99 155	6/ Reducing the Group's environmental footprint and supporting the energy transition 9/ Appendices	I.2.c.2	COP11
<b>G4-EN2</b> Percentage of materials used that are recycled input materials	N/A	N/A	N/A	N/A	I.2.c.2	COP11
<b>Energy</b>						
<b>G4-DMA</b> Energy - Management approach	Le Groupe La Poste/ Branches/ Divisions	CSRR	91	6/ Reducing the Group's environmental footprint and supporting the energy transition	- - -	- - -
<b>G4-EN3</b> Energy consumption within the organisation. Total fuel consumption from non-renewable sources. Total fuel consumption from renewable sources. Report standards, methodologies and assumptions used. Report the source of the conversion factors used.	Le Groupe La Poste	CSRR	94 155 and 156	6/ Reducing the Group's environmental footprint and supporting the energy transition 9/ Appendices	I.2.c.3	COP11
<b>G4-EN4</b> Energy consumption outside the organisation. Report the standards, methodologies and assumptions used. Report the source of the conversion factors used.	Le Groupe La Poste	CSRR	94 156 and 157	6/ Reducing the Group's environmental footprint and supporting the energy transition 9/ Appendices	I.2.c.3	COP11
<b>G4-EN5</b> Energy intensity. Report the ratio, the type of unit of work, types of energy considered and perimeter.	Le Groupe La Poste	CSRR	94 156	6/ Reducing the Group's environmental footprint and supporting the energy transition 9/ Appendices	- - -	COP11

		REFERENCE GRI-4				CROSS-REFERENCE TABLE	
GRI No.	Description	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
<b>G4-EN6</b>	Reduction of energy consumption. Report the amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives. Report the types of energy included in the reductions. Report the basis for calculating reductions in energy consumption such as base year or baseline, and the rationale for choosing it. Report standards, methodologies, and assumptions used.	Le Groupe La Poste	CSRR	93 156	6/ Reducing the Group's environmental footprint and supporting the energy transition 9/ Appendices	I.2.c.3	COP11
<b>G4-EN7</b>	Reductions in energy requirements of products and services. Report the reductions in the energy requirements of sold products and services achieved during the reporting period. Report the basis for calculating reductions in energy consumption such as base year or baseline, and the rationale for choosing it. Report standards, methodologies, and assumptions used.	Le Groupe La Poste	CSRR	92-95 156	6/ Reducing the Group's environmental footprint and supporting the energy transition 9/ Appendices	I.2.c.3	COP10

#### Water

<b>G4-DMA</b>	Water - Management approach	N/A	N/A	N/A	N/A	---	---
<b>G4-EN8</b>	Total water withdrawal by source	N/A	N/A	N/A	N/A	I.2.c.1	COP11
<b>G4-EN9</b>	Water sources significantly affected by withdrawal of water	N/A	N/A	N/A	N/A	I.2.c.1	COP11
<b>G4-EN10</b>	Percentage and total volume of water recycled and reused	N/A	N/A	N/A	N/A	I.2.b.1	COP11

#### Biodiversity

<b>G4-DMA</b>	Biodiversity - Management approach	Le Groupe La Poste	CSRR	101	6/ Reducing the Group's environmental footprint and supporting the energy transition	---	---
<b>G4-EN11</b>	Location and size of land owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside of these protected areas	N.av.	N.av.	N.av.	N.av.	II.2.c.4 I.2.e.1	COP10
<b>G4-EN12</b>	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside of these protected areas	N/A	N/A	N/A	N/A	I.2.e.1	COP9
<b>G4-EN13</b>	Habitats protected or restored	N/A	N/A	N/A	N/A	I.2.e.1	COP9
<b>G4-EN14</b>	Total number of IUCN Red List and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	N/A	N/A	N/A	N/A	I.2.e.1	COP11

#### Emissions

<b>G4-DMA</b>	Emissions - Management approach	Le Groupe La Poste	CSRR	92-98	6/ Reducing the Group's environmental footprint and supporting the energy transition	---	---
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		REFERENCE GRI-4				CROSS-REFERENCE TABLE	
GRI No.	Description	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
<b>G4-EN15</b>	Direct greenhouse gas emissions (Scope 1)	Le Groupe La Poste	CSRR	92-95 138	6/ Reducing the Group's environmental footprint and supporting the energy transition 9/ Appendices	I.2.d.1	COP11
<b>G4-EN16</b>	Energy indirect greenhouse gas emissions (Scope 2)	Le Groupe La Poste	CSRR	92-95 138	6/ Reducing the Group's environmental footprint and supporting the energy transition 9/ Appendices	I.2.d.1	COP11
<b>G4-EN17</b>	Other indirect greenhouse gas emissions (Scope 3)	Le Groupe La Poste	CSRR	92-95 138	6/ Reducing the Group's environmental footprint and supporting the energy transition 9/ Appendices	I.2.d.1	COP11
<b>G4-EN18</b>	Greenhouse gas emissions intensity	Le Groupe La Poste	CSRR	93 138	6/ Reducing the Group's environmental footprint and supporting the energy transition 9/ Appendices	I.2.d.1	COP9 COP11
<b>G4-EN19</b>	Reduction of greenhouse gas emissions	Le Groupe La Poste	CSRR	157	9/ Appendices	I.2.d.1	COP11
<b>G4-EN20</b>	Emissions of ozone-depleting substances (ODS)	N.av.	N.av.	N.av.	N.av.	I.2.b.1	COP11
<b>G4-EN21</b>	NOX, SOX, and other significant air emissions	N.av.	N.av.	N.av.	N.av.	I.2.b.1	COP11
<b>Effluents and waste</b>							
<b>G4-DMA</b>	Effluents and waste - Managerial approach	Le Groupe La Poste	CSRR	99 and 100	6/ Reducing the Group's environmental footprint and supporting the energy transition	- - -	- - -
<b>G4-EN22</b>	Total water discharge by quality and destination	N/A	N/A	N/A	N/A	I.2.b.1	COP11
<b>G4-EN23</b>	Total weight of waste by type and disposal method	N.av.	N.av.	N.av.	N.av.	I.2.b.2	COP11
<b>G4-EN24</b>	Total number and volume of significant spills	N/A	N/A	N/A	N/A	I.2.b	COP11
<b>G4-EN25</b>	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel convention 2 Annex I, II, III and VIII, and percentage of waste shipped internationally	N/A	N/A	N/A	N/A	I.2.b.2	COP11
<b>G4-EN26</b>	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organisation's discharges of water and runoff	N/A	N/A	N/A	N/A	I.2.b.1 I.2.e.1	COP11

		REFERENCE GRI-4				CROSS-REFERENCE TABLE	
GRI No.	Description	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
<b>Products and services</b>							
<b>G4-DMA</b>	Products and services - Management approach	Le Groupe La Poste	CSRR	56 to 64	4/ Sustainable "eco-social" designed products and services that are simple, useful and affordable	---	---
<b>G4-EN27</b>	Extent of impact mitigation of environmental impacts of products and services	Le Groupe La Poste	CSRR	56 to 64	4/ Sustainable "eco-social" designed products and services that are simple, useful and affordable	II.3.d.2	COP11
<b>G4-EN28</b>	Percentage of products sold and their packaging materials that are reclaimed by category	N.av.	N.av.	N.av.	N.av.	I.2.b.2	COP11
<b>Compliance</b>							
<b>G4-DMA</b>	Compliance - Management approach	Le Groupe La Poste	RD	137	9/ Risk factors	---	---
<b>G4-EN29</b>	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Le Groupe La Poste	RD	137	9/ Risk factors	---	COP11
<b>Transport</b>							
<b>G4-DMA</b>	Transport - Management approach	Le Groupe La Poste	CSRR	90 and 91	6/ Reducing the Group's environmental footprint and supporting the energy transition	---	---
<b>G4-EN30</b>	Significant environmental impacts of transporting products and other goods and materials for the organisation's operations, and transporting members of the workforce	Le Groupe La Poste	CSRR	57 97 157 and 158	4/ Sustainable "eco-social" designed products and services that are simple, useful and affordable 6/ Reducing the Group's environmental footprint and supporting the energy transition 9/ Appendices	I.2.a.3	
<b>Overall</b>							
<b>G4-DMA</b>	Overall - Management approach						---
<b>G4-EN31</b>	Total environmental protection expenditures and investments by type	N.av.	N.av.	N.av.	N.av.	I.2.a.3	COP11
<b>Supplier environmental assessment</b>							
<b>G4-DMA</b>	Supplier environmental assessment - Management approach	Le Groupe La Poste	CSRR	105 to 109	7/ Sustainable regional economic development and employment	---	---
<b>G4-EN32</b>	Percentage of new suppliers that were screened using environmental criteria	N.av.	N.av.	N.av.	N.av.	II.3.c.2	---

		REFERENCE GRI-4				CROSS-REFERENCE TABLE	
GRI No.	Description	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
<b>G4-EN33</b>	Significant actual and potential negative environmental impacts in the supply chain and actions taken	Le Groupe La Poste	CSRR	105 to 109	7/ Sustainable regional economic development and employment	II.3.c	---
<b>Environmental grievance mechanisms</b>							
<b>G4-DMA</b>	Environmental grievance mechanisms – Management approach	N.av.	N.av.	N.av.	N.av.	---	---
<b>G4-EN34</b>	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	Le Groupe La Poste	-	-	-	---	---
<b>SOCIAL</b>							
<b>Labour practices and decent work</b>							
<b>G4-DMA</b>	Labour practices and decent work	Le Groupe La Poste	CSRR	65 to 88	5/ Developing professional skills – The labour-management agreement	---	---
<b>Employment</b>							
<b>G4-LA1</b>	Total number and rates of new employee hires and employee turnover by age group, gender and region	Le Groupe La Poste	CSRR	71	5/ Developing professional skills – The labour-management agreement	I.1.a.1.2_4 I.1.a.2.1 I.1.a.2.2	COP6 to COP8
<b>G4-LA2</b>	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Le Groupe La Poste	CSRR	87 158	5/ Developing professional skills – The labour-management agreement 9/ Appendices	---	COP6 to COP8
<b>G4-LA3</b>	Return to work and retention rates after parental leave, by gender	Le Groupe La Poste	CSRR	79 158	5/ Developing professional skills – The labour-management agreement 9/ Appendices	I.3.c.1 I.3.c.2	COP6 to COP8
<b>Labour/management relations</b>							
<b>G4-DMA</b>	Labour/management relations - Management approach	Le Groupe La Poste	CSRR	85 to 88	5/ Developing professional skills – The labour-management agreement	---	---
<b>G4-LA4</b>	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	N.av.	N.av.	N.av.	N.av.	I.1.c.1	COP6 to COP8
<b>Occupational health and safety</b>							
<b>G4-DMA</b>	Occupational health and safety - Management approach	Le Groupe La Poste	CSRR	80 to 84	5/ Developing professional skills – The labour-management agreement	---	---

		REFERENCE GRI-4				CROSS-REFERENCE TABLE	
GRI No.	Description	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
<b>G4-LA5</b>	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes	Le Groupe La Poste	CSRR	86	5/ Developing professional skills – The labour-management agreement	I.1.d.1	COP6 to COP8
<b>G4-LA6</b>	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region by and gender	Le Groupe La Poste	CSRR	80 159	5/ Developing professional skills – The labour-management agreement	II.1.d.3 II.1.d.4	COP6 to COP8
<b>G4-LA7</b>	Workers with high incidence or high risk of diseases related to their occupation	N.av.	N.av.	N.av.	N.av.	II.1.d.3	COP6 to COP8
<b>G4-LA8</b>	Health and safety topics covered in formal agreements with trade unions	Le Groupe La Poste	CSRR	82 and 83 159	5/ Developing professional skills - The labour-management agreement 9/ Appendices	I.1.d.2	COP6 to COP8

#### Training and Education

<b>G4-DMA</b>	Training and education – Management approach	Le Groupe La Poste	CSRR	73 to 75	5/ Developing professional skills - The labour-management agreement	---	---
<b>G4-LA9</b>	Average hours of training per year per employee by gender, and by employee category	Le Groupe La Poste	CSRR	75 159 and 160	5/ Developing professional skills - The labour-management agreement 9/ Appendices	I.1.e.2	COP6 to COP8
<b>G4-LA10</b>	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Le Groupe La Poste	CSRR	73 160	5/ Developing professional skills - The labour-management agreement 9/ Appendices	I.1.e.1	COP6 to COP8
<b>G4-LA11</b>	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	Le Groupe La Poste	CSRR	73 160	5/ Developing professional skills - The labour-management agreement 9/ Appendices	I.1.e.1	COP6 to COP8

#### Diversity and equal opportunities

<b>G4-DMA</b>	Diversity and equal opportunities – Management approach	Le Groupe La Poste	CSRR	76 to 79	5/ Developing professional skills - The labour-management agreement 9/ Appendices	---	---
<b>G4-LA12</b>	Composition of governance bodies and breakdown of employees by employee category, according to gender, age group, minority group membership and other indicators of diversity	Le Groupe La Poste	CSRR	34 160	3/ An embedded approach to CSR supported by strong governance 9/ Appendices	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	COP6 to COP8

		REFERENCE GRI-4				CROSS-REFERENCE TABLE	
GRI No.	Description	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
<b>Equal remuneration for women and men</b>							
<b>G4-DMA</b>	Equal remuneration for women and men – Management approach	Le Groupe La Poste	CSRR	78	5/ Developing professional skills - The labour-management agreement	---	---
<b>G4-LA13</b>	Ratio of basic salary and remuneration of women to men by employee category, and by significant locations of operation	Le Groupe La Poste	CSRR	78	5/ Developing professional skills - The labour-management agreement	I.1.f.1 I.3.c.1 I.3.c.2	COP6 to COP8
<b>Supplier assessment for labour practices</b>							
<b>G4-DMA</b>	Supplier assessment for labour practices – Management approach	Le Groupe La Poste	CSRR	105 to 111	7/ Sustainable regional economic development and employment	---	---
<b>G4-LA14</b>	Percentage of new suppliers that were screened using labour practices criteria	N.av.	N.av.	N.av.	N.av.	I.3.c	---
<b>Evaluation of supplier employment practices</b>							
<b>G4-LA15</b>	Significant actual and potential negative impacts for labour practices in the supply chain and actions taken	N.av.	N.av.	N.av.	N.av.	II.3.c.2	---
<b>Labour practices grievance mechanism</b>							
<b>G4-DMA</b>	Labour practices grievance mechanisms – Management approach	N.av.	N.av.	N.av.	N.av.	---	---
<b>G4-LA16</b>	Number of grievances about labour practices filed, addressed and resolved through formal grievance mechanisms	N.av.	N.av.	N.av.	N.av.	---	---
<b>Human Rights</b>							
<b>Human rights</b>							
<b>G4-DMA</b>	Human rights – Management approach	Le Groupe La Poste	CSRR	15 37	1/ Overview of Le Groupe La Poste 3/ An embedded approach to CSR supported by strong governance	---	---
<b>Investment</b>							
<b>G4-HR1</b>	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	N.av.	N.av.	N.av.	N.av.	II.3.e	COP3 to COP5
<b>G4-HR2</b>	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	N.av.	N.av.	N.av.	N.av.	I.1.e.2 II.3.e	COP3 to COP5

		REFERENCE GRI-4				CROSS-REFERENCE TABLE	
GRI No.	Description	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
<b>Non-discrimination</b>							
<b>G4-DMA</b>	Non-discrimination – Management approach	Le Groupe La Poste	CSRR	57 to 60 76	4/ Sustainable "eco-social" designed products and services that are simple, useful and affordable 5/ Developing professional skills – The labour-management agreement	---	---
<b>G4-HR3</b>	Total number of incidents of discrimination and corrective actions taken	Le Groupe La Poste	CSRR	76	5/ Developing professional skills – The labour-management agreement	I.1.f.3 II.1.g.2	COP3 to COP5
<b>Freedom of association and collective bargaining</b>							
<b>G4-DMA</b>	Freedom of association and collective bargaining – Management approach	Le Groupe La Poste	CSRR	85	5/ Developing professional skills – The labour-management agreement	---	---
<b>G4-HR4</b>	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support this right	N.av.	N.av.	N.av.	N.av.	II.1.g.1	COP3 to COP5
<b>Child Labour</b>							
<b>G4-DMA</b>	Child Labour – Management approach	Le Groupe La Poste	CSRR	35	3/ An embedded approach to CSR supported by strong governance	---	---
<b>G4-HR5</b>	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.av.	N.av.	N.av.	N.av.	II.1.g.4 I.3.c.1 II.3.c.2	COP3 to COP5
<b>Forced and compulsory labour</b>							
<b>G4-DMA</b>	Forced and compulsory labour – Management approach	Le Groupe La Poste	CSRR	35	3/ An embedded approach to CSR supported by strong governance	---	---
<b>G4-HR6</b>	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour	N.av.	N.av.	N.av.	N.av.	II.1.g.3 I.3.c.1	COP3 to COP5
<b>Security practices</b>							
<b>G4-DMA</b>	Security practices – Management approach	N.av.	N.av.	N.av.	N.av.	---	---
<b>G4-HR7</b>	Percentage of security personnel trained in the organisation's human rights policies or procedures that are relevant to operations	N.av.	N.av.	N.av.	N.av.	II.3.e	COP3 to COP5



		REFERENCE GRI-4				CROSS-REFERENCE TABLE	
GRI No.	Description	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
<b>Indigenous rights</b>							
<b>G4-DMA</b>	Indigenous rights – Management approach	N/A	N/A	N/A	N/A	---	---
<b>G4-HR8</b>	Total number of incidents of violations involving rights of indigenous people and actions taken	N/A	N/A	N/A	N/A	I.3.a.2 II.3.e	COP3 to COP5
<b>Assessment</b>							
<b>G4-HR9</b>	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	N.av.	N.av.	N.av.	N.av.	I.3.c.1 II.3.c.2	COP3 to COP5
<b>Supplier human rights assessment</b>							
<b>G4-DMA</b>	Supplier human rights assessment – Management approach	Le Groupe La Poste	CSRR	105 to 111	7/ Sustainable regional economic development and employment	---	---
<b>G4-HR10</b>	Percentage of new suppliers that were screened using human rights criteria	N.av.	N.av.	N.av.	N.av.	II.3.c.2	---
<b>G4-HR11</b>	Significant actual and potential negative human rights impacts in the supply chain and actions taken	N.av.	N.av.	N.av.	N.av.	II.3.c.2	---
<b>Human rights grievance mechanisms</b>							
<b>G4-DMA</b>	Human rights grievance mechanisms – Management approach	N.av.	N.av.	N.av.	N.av.	---	---
<b>G4-HR12</b>	Number of grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms	N.av.	N.av.	N.av.	N.av.	II.3.e	
<b>Society</b>							
<b>Local communities</b>							
<b>G4-DMA</b>	Local communities – Management approach	Le Groupe La Poste	CSRR	104 and 105 114 to 122	7/ Sustainable economic development of regions and employment 8/ Developing solidarity and building together	---	---
<b>G4-S01</b>	Percentage of operations with implemented local community engagement, impact assessment and development programmes.	Le Groupe La Poste	CSRR		9/ Appendices	I.3.a.1 I.3.a.2	COP12 to COP14
<b>G4-S02</b>	Operations with significant actual or potential negative impacts on local communities	Le Groupe La Poste	CSRR		9/ Appendices	I.3.a.2	COP12 to COP14
<b>Anti-corruption</b>							
<b>G4-DMA</b>	Anti-corruption – Management approach	Le Groupe La Poste	CSRR	15 36 and 37	3/ An embedded approach to CSR supported by strong governance	---	---
<b>G4-S03</b>	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	N.av.	N.av.	N.av.	N.av.	II.3.d.1	

		REFERENCE GRI-4				CROSS-REFERENCE TABLE	
GRI No.	Description	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
<b>G4-S04</b>	Communication and training on anti-corruption policies and procedures	Le Groupe La Poste	CSRR	36	3/ An embedded approach to CSR supported by strong governance	II.3.d.1	COP12 to COP14
<b>G4-S05</b>	Confirmed incidents of corruption and actions taken	Le Groupe La Poste	CSRR	36	3/ An embedded approach to CSR supported by strong governance	II.3.d.1	COP12 to COP14
<b>Public policy</b>							
<b>G4-DMA</b>	Public policy – Management approach	N/A	N/A	N/A	N/A	---	---
<b>G4-S06</b>	Total monetary value of political contributions made both directly and indirectly by the organisation, through in-kind or financial contributions, by country and by beneficiary.	N/A	N/A	N/A	N/A	---	COP12 to COP14
<b>Anti-competitive behaviour</b>							
<b>G4-DMA</b>	Anti-competitive behaviour – Management approach	Le Groupe La Poste	CSRR	35	3/ An embedded approach to CSR supported by strong governance	---	---
<b>G4-S07</b>	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	N.av.	N.av.	N.av.	N.av.	---	
<b>Compliance</b>							
<b>G4-DMA</b>	Compliance – Management approach	Le Groupe La Poste	RD	135 to 137	9/ Risk factors	---	---
<b>G4-S08</b>	Amount of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	N.av.	N.av.	N.av.	N.av.	---	COP12 to COP14
<b>Supplier assessment for impacts on society</b>							
<b>G4-DMA</b>	Supplier assessment for impacts on society – Management approach	N.av.	N.av.	N.av.	N.av.	---	---
<b>G4-S09</b>	Percentage of new suppliers that were screened using criteria for impacts on society	N.av.	N.av.	N.av.	N.av.	II.3.c.2	---
<b>G4-S010</b>	Significant actual and potential negative impacts on society in the supply chain and actions taken	N.av.	N.av.	N.av.	N.av.	II.3.c.2	---
<b>Grievance mechanisms for impacts on society</b>							
<b>G4-DMA</b>	Grievance mechanisms for impacts on society – Management approach	N.av.	N.av.	N.av.	N.av.	---	---
<b>G4-S011</b>	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	N.av.	N.av.	N.av.	N.av.	---	---

		REFERENCE GRI-4				CROSS-REFERENCE TABLE	
GRI No.	Description	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
<b>Product responsibility</b>							
<b>Consumer health and safety</b>							
<b>G4-DMA</b>	Consumer health and safety – Management approach	Le Groupe La Poste	CSRR	22	2/ La Poste 2020: Conquering the Future - A CSR policy integrated into the Group's strategy	---	---
<b>G4-PR1</b>	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	N.av.	N.av.	N.av.	N.av.	II.3.d.2	---
<b>G4-PR2</b>	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.av.	N.av.	N.av.	N.av.	II.3.d.2	---
<b>Product and service labelling</b>							
<b>G4-DMA</b>	Product and service labelling – Management approach	Le Groupe La Poste	CSRR	60 to 63	4/ Sustainable "eco-social" designed products and services that are simple, useful and affordable	---	---
<b>G4-PR3</b>	Type of product and service information required by the organisation's procedures for product and service information and labelling, and percentage of significant product and service categories subject to such information requirements	Le Groupe La Poste	CSRR	60	4/ Sustainable "eco-social" designed products and services that are simple, useful and affordable	II.3.d.2	---
<b>G4-PR4</b>	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information labelling, by type of outcomes	Le Groupe La Poste	CSRR	60	4/ Sustainable "eco-social" designed products and services that are simple, useful and affordable	II.3.d.2	---
<b>G4-PR5</b>	Results of surveys measuring customer satisfaction	Le Groupe La Poste	CSRR	62	4/ Sustainable "eco-social" designed products and services that are simple, useful and affordable	---	---
<b>Marketing communications</b>							
<b>G4-DMA</b>	Marketing communications – Management approach	Le Groupe La Poste	CSRR	63	4/ Sustainable "eco-social" designed products and services that are simple, useful and affordable	---	---
<b>G4-PR6</b>	Sale of banned or disputed products	N.av.	N.av.	N.av.	N.av.	II.3.d.2	---
<b>G4-PR7</b>	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship, by type of outcomes	Le Groupe La Poste	CSRR	63	4/ Sustainable "eco-social" designed products and services that are simple, useful and affordable	II.3.d.2	---

		REFERENCE GRI-4				CROSS-REFERENCE TABLE	
GRI No.	Description	Scope	Document	Pages	Chapter	Grenelle II	Global Compact
<b>Customer privacy</b>							
<b>G4-DMA</b>	Customer privacy – Management approach	Le Groupe La Poste	CSRR	63	4/ Sustainable "eco-social" designed products and services that are simple, useful and affordable	---	---
<b>G4-PR8</b>	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Le Groupe La Poste	CSRR	63	4/ Sustainable "eco-social" designed products and services that are simple, useful and affordable	II.3.d.2	---
<b>Compliance</b>							
<b>G4-DMA</b>	Compliance – Management approach	Le Groupe La Poste	RD	135 to 137	9/ Risk factors	---	---
<b>G4-PR9</b>	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	N.av.	N.av.	N.av.	N.av.	II.3.d.2	---

## GRENELLE 2

- PG1 Information published is presented "so as to allow comparison of data" (Law of 12/07/2010). The report by the board of directors or management board "presents data observed during the financial year and, if necessary, during the previous year, to allow comparison of such data" (Decree of 24 / 04/2012).
- PG2 From the information listed in the implementing decree, the report indicates that which, with regard to the nature of activities or the organisation of the company, can not be provided or do not appear to be relevant, providing all relevant explanations (Decree of 24/04/2012).
- PG3 When a company voluntarily complies with a national or international social or environmental standard, the report may mention this by indicating the adopted recommendations and the standard's consultation procedures (Decree of 24/04 / 2012).
- PG4 When the company prepares consolidated financial statements, the information is consolidated and concern the company itself as well as all of its subsidiaries or companies it controls (12/07/2010 Act)
- PG5 Social and environmental information included or required to be included with regard to legal and regulatory requirements are subject to verification by an independent third party [...]. This verification results in a notice that is sent to the shareholders' meeting or partners, at the same time as the report by the board of directors or management board (12/07/2010 Act)
- PG6 The independent third party is appointed for a term that may not exceed six years. It is subject to the incompatibilities provided for in article L.882-11 of the Commercial Code (auditors may not provide consultancy services to the companies whose accounts they certify, or their subsidiaries) (Decree 24/04/2012)
- PG7 The independent third party shall include in its report:
- a) A declaration that all of the information required by the decree is present, stating, where appropriate, any information omitted without accompanying explanation
  - b) A reasoned opinion on:
    - the accuracy of the information contained in the management report;
    - explanations relating, where appropriate, to the absence of certain information;
  - c) The procedures implemented in conducting the audit.
- (Decree of 24/04/2012)

## **I.1 SOCIAL INFORMATION**

- I.1.a Employment
  - I.1.a.1 Total number and breakdown of employees by gender, age and geographical area
    - 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 Geographical breakdown of employees
  - I.1.a.2 Hires and dismissal
    - I.1.a.2.1 Hires
    - I.1.a.2.2 Dismissals
  - I.1.a.3 Remuneration and their evolution
    - I.1.a.3.1 Remuneration
    - I.1.a.3.2 Remuneration evolution
- I.1.b Work arrangements
  - I.1.b.1 Working time arrangements
  - II.1.b.2 Absenteeism
- I.1.c Labour relations
  - I.1.c.1 Arrangements for labour relations, including procedures for informing and consulting staff and negotiating with them
  - I.1.c.2 Collective bargaining agreements
- I.1.d Health and safety
  - I.1.d.1 Conditions of occupational health and safety at work
  - I.1.d.2 Agreements signed with trade unions or employee representatives regarding occupational health and safety
  - II.1.d.3 Occupational accidents, including their frequency and severity
  - II.1.d.4 Occupational diseases
- I.1.e Training
  - I.1.e.1 Training policies
  - I.1.e.2 The total number of training hours
- I.1.f Equal treatment
  - I.1.f.1 Measures taken to promote gender equality
  - I.1.f.2 Measures taken to promote the employment and inclusion of persons with disabilities
  - I.1.f.3 Anti-discrimination policy
- II.1.g Promotion and enforcement of the relevant provisions of the core conventions of the International Labour Organization
  - II.1.g.1 Upholding freedom of association and the right to collective bargaining
  - II.1.g.2 Elimination of discrimination in respect of employment and occupation
  - II.1.g.3 Elimination of forced or compulsory labour
  - II.1.g.4 Effective abolition of child labour

## **I.2 ENVIRONMENTAL INFORMATION**

- I.2.a General environmental policy
  - I.2.a.1 Arrangements by the company for the consideration of environmental issues and, where appropriate, assessment or certification processes in environmental matters
  - I.2.a.2 Training and information of employees conducted on the subject of environmental protection
  - I.2.a.3 Resources devoted to the prevention of environmental risks and pollution
  - II.2.a.4 The amount of provisions and guarantees for environmental risks, provided that such information is not likely to cause serious damage to the company in an ongoing dispute
- I.2.b Pollution and Waste Management
  - I.2.b.1 Measures for the prevention, reduction or compensation for air, water and soil emissions seriously affecting the environment
  - I.2.b.2 Measures for prevention, recycling and disposal of waste
  - I.2.b.3 Consideration of noise pollution and other forms of pollution arising from a specific activity
- I.2.c Sustainable use of resources
  - I.2.c.1 Water consumption and water supply according to local constraints
  - I.2.c.2 The consumption of raw materials and measures to improve efficiency in their use
  - II.2.C.4 Land use
  - I.2.c.3 Energy consumption, measures to improve energy efficiency and use of renewable energy
- I.2.d Climate change
  - I.2.d.1 Greenhouse gas emissions
  - II.2.d.2 Adaptation to the impacts of climate change
- I.2.e Protection of biodiversity
  - I.2.e.1 Measures taken to preserve or develop biodiversity

## **I.3 INFORMATION RELATING TO SOCIETAL COMMITMENTS TO SUSTAINABLE DEVELOPMENT**

- I.3.a Regional, economic and social impact of the company's activity
  - I.3.a.1 Regional, economic and social impact of the company's activity in respect of employment and regional development
  - I.3.a.2 Regional, economic and social impact of the company's activity on local or neighbouring populations
- I.3.b Relationships with persons or organisations with an interest in the activities of the society, including integration associations, educational institutions, environmental protection associations, consumer associations and local residents
  - I.3.b.1 The conditions of dialogue with these persons or organisations
  - I.3.b.2 Partnership or sponsorship actions
- I.3.c Subcontracting and suppliers
  - I.3.c.1 Inclusion of social and environmental issues in the procurement policy
  - II.3.c.2 The importance of subcontracting and the consideration of social and environmental responsibility by suppliers and subcontractors in relations with the same
- II.3.d Fair practices
  - II.3.d.1 Actions undertaken to prevent corruption
  - II.3.d.2 Measures taken to promote the health and safety of consumers
- II.3.e Other actions undertaken, under this Item 3, in favour of human rights

## Appendix 2

## ORGANISATION PROFILE

GRI-G4	INDICATOR	SCOPE	UNIT	2012	2013	2014	PAGE
PROFILE							
G4-6	Countries presence	Le Groupe La Poste	Number			40.0	10
G4-6	Group full-time equivalent workforce by continent	France	% of the workforce			91.7	14
		Other Western European countries	% of the workforce			5.6	14
		Eastern European countries and Russia	% of the workforce			1.4	14
		Other countries	% of the workforce			1.3	14
G4-7	Ownership of the French state	La Poste SA	%			73.7	9
G4-7	Ownership of the French public financial institution Caisse des Dépôts et Consignations		%			26.3	9
G4-8	Number of active individual customers	La Banque Postale	Million			10.8	11
G4-8	Number of corporate and institutionnal customers	La Banque Postale	Number			425,000	11
G4-8	Number of mobile telephony customers	La Poste Mobile	Million			1.15	11 27
G4-8	Number of new customers	La Poste Mobile	Number			730,000	27
G4-8	Customer base evolution	La Poste Mobile	%			22	27
G4-9	Pickup points	Europe including France	Number			16,000	4
		France				7,000	4
G4-9	Workforce	Le Groupe La Poste	Average of employees in term of full time employee equivalent			257,890	53 104
		Le Groupe La Poste in France	Individual staff members as at 31 december			259,899	67
G4-9	Processing hubs, distribution centres and depots	Le Groupe La Poste	Number			3,200	10
G4-9	Revenue	Le Groupe La Poste	Billion €			22.2	10 53
		France	% of the revenue			82.1	10
		International	% of the revenue			17.9	10

GRI-G4	INDICATOR	SCOPE	UNIT	2012	2013	2014	PAGE
G4-9	Revenue per business unit	Services-Mail-Parcels	% of the revenue			50.2	11
		La Banque Postale	% of the revenue			25.5	11
		Digital Services	% of the revenue			2.2	11
		La Poste Network	% of the revenue			0.2	11
		GeoPost	% of the revenue			21.9	11
G4-9	GeoPost revenue (detail)	GeoPost outside France	% of the revenue			77	13
G4-9	Net debt	Excluding the Groupe's banking business	Billion €			4	10
G4-9	Group share	Le Groupe La Poste	Billion €			9	10
G4-9	Net debt to equity ratio	Le Groupe La Poste	%			44	10
G4-9	Customers each day	La Poste	Million			1.7	10
G4-9	Annual mail volume	La Poste	Billion items			23.5	10
G4-9	Online sales	La Poste	Million €			132	10
G4-9	Broadband customers	La Poste Mobile	Number			65,000	11
G4-9	Mail volume evolution rate	Le Groupe La Poste	%			-6	23
G4-9	France outlets						10
		La Poste Network	Number			17,104	13
G4-9	Buildings	Post Immo	Number			11,662	13
G4-10	Employees located outside France	Le Groupe La Poste	Full time equivalent			21,000	53
G4-10	Workforce		% of the Group's workforce			89	68
		La Poste	Individual staff members	243,172	238,699	231,347	67
G4-10	The Group's workforce in France	Le Groupe La Poste	Individual staff members		268,422	259,899	67
		La Poste parent company	Individual staff members		238,699	231,347	67
		La Banque Postale	Individual staff members		3,619	3,942	67
		Sofi post	Individual staff members		19,897	18,395	67
		GeoPost	Individual staff members		5,531	5,531	67
		Poste Immo	Individual staff members		638	644	67
		Other	Individual staff members		38	40	67
		La Poste, La Banque Postale and Mediapost SAS	Individual staff members			245,081	67



GRI-G4	INDICATOR	SCOPE	UNIT	2012	2013	2014	PAGE
G4-10	Headcount on fixed-term contract on December 31 <sup>st</sup>	La Poste	Individual staff members	16,491	16,912	15,320	67
		La Poste, La Banque Postale and Mediapost SAS	Individual staff members			16,031	67
G4-10	Percentage of women in workforce	La Poste	%	51.2	51.5	51.8	67 78
		La Poste, La Banque Postale and Mediapost SAS	%			51.2	67
		Mediapost	% of total workforce			39.7	78
		La Banque Postale	% of total workforce			48.4	78
		La Banque Postale	% of executives			45.7	78
G4-10	Percentage of men in workforce	La Poste	%	48.8	48.5	48.2	67
		La Poste, La Banque Postale and Mediapost SAS	%			48.8	67
G4-10	Headcount evolution	La Poste SA	%			-3	68
G4-10	Workforce breakdown per unit	Services-Mail-Parcels	% of the workforce			57.1	68
		La Poste Network	% of the workforce			21.4	68
		GeoPost	% of the workforce			9.7	68
		La Banque Postale	% of the workforce			7.7	68
		Head office and support functions	% of the workforce			2	68
		Digital Services	% of the workforce			2.1	68
G4-10	Group's Workforce breakdown by age (full-time equivalent)	24 years and younger	Number			4,370	68
		24-29 years	Number			13,231	68
		30-39 years	Number			47,646	68
		40-49 years	Number			67,878	68
		50-54 years	Number			49,937	68
		55-59 years	Number			46,870	68
		60 years and older	Number			13,491	68
G4-10	Rate of 55 year old and more employees	La Poste SA	%		+23.5	+25.5	68
G4-10	Permanent contracts	La Poste parent company	%			94.6	70
G4-10	People hired under permanent contract	La Poste parent company	Number	5,211	5,298	4,525	70
G4-10	People hired permanently who had previously been employed under fixed-term contracts	La Poste parent company	Number		1,390	1,379	70

GRI-G4	INDICATOR	SCOPE	UNIT	2012	2013	2014	PAGE
G4-10	Women hired under permanent contracts	La Poste parent company	%			47.5	70 78
G4-10	People age 45 and older hired under permanent contracts	La Poste parent company	%			7.6	70
G4-10	Young people with few or no skills receiving on-the-job training	La Poste	Number			1,000	71
G4-10	Young people employed under an apprenticeship contract or work-study contract	La Poste	Number		5,106	4,201	71
G4-10	Local HR managers	La Poste	Number			1,100	72
G4-10	Women working at managerial level		Number			25,106	78
		La Poste	% of all managers			47.2	78
		Mediapost	% of all managers			43.7	78
G4-10	Occupational physicians	La Poste	Number			160	82
G4-10	Occupational health nurses	La Poste	Number			150	82
G4-10	Medical administration staff	La Poste	Number			109	82
G4-12	Purchases	La Poste	Million €		3,781.5	3,046.2	107
		La Poste, La Banque Postale and Mediapost SAS	Million €			3,794.2	107
G4-12	Purchases from the disables and sheltered sector	La Poste	Million €	8.6	11.2	12.6	107
		La Poste, La Banque Postale and Mediapost SAS	Million €			13.8	107
G4-12	Purchases from the integrating people via business activities sector	La Poste	Million €	2.3	2.8	2.1	107 108
G4-12		La Poste, La Banque Postale and Mediapost SAS	Million €			2.1	107

## STAKEHOLDERS

G4-26	Participation rate to employee representative election	Le Groupe La Poste	%			76.4	86
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## GOVERNANCE

G4-34	Members of the Board of Directors	Le Groupe La Poste	Number			21	34
G4-34	Women in the Board of Directors	Le Groupe La Poste	Number			9	34
G4-34	Members of the executive committee	Le Groupe La Poste	Number			12	34

GRI-G4	INDICATOR	SCOPE	UNIT	2012	2013	2014	PAGE
G4-34	Women in the Executive Committee	Le Groupe La Poste	Number			3	34
G4-43	Initiatives in pursuit of the Group's responsible development strategy	Le Groupe La Poste	Number			1,172	41
G4-43	Initiatives in pursuit of the Group's responsible development strategy with external stakeholders	Le Groupe La Poste	% of the initiatives			75	41
G4-43	Initiatives in pursuit of the Group's responsible development strategy with internal stakeholders	Le Groupe La Poste	% of the initiatives			25	41
G4-51	Average gross annual salary	La Poste SA	€		28,603	28,911	83
G4-51	Total incentive pay	Le Groupe La Poste	Million €			84.2	84
G4-54	Average gross annual salary	La Poste SA	Ratio with the President salary		15.7	15.6	83
<b>ECONOMY</b>							
G4-EC1	Revenue from commercial activities	Le Groupe La Poste	Billion €			16.5	53
G4-EC1	Operating costs	Le Groupe La Poste	Billion €			7.3	53
G4-EC1	Share in the result of joint venture	Le Groupe La Poste	Million €			18	53
G4-EC1	Share in the profits of associates	Le Groupe La Poste	Million €			719	53
G4-EC1	Wages, salaries, bonuses and allowances	Le Groupe La Poste	Billion €			12.5	53
G4-EC1	Pension contributions, other social security contributions and employee welfare costs	Le Groupe La Poste	Billion €			3.3	53
G4-EC1	Employee taxes and levies	Le Groupe La Poste	Million €			790	53
G4-EC1	Net financial costs	Le Groupe La Poste	Million €			157	53
G4-EC1	Net result of other financial items	Le Groupe La Poste	Million €			41	53
G4-EC1	Local taxes	Le Groupe La Poste	Million €			150	53
G4-EC1	Other taxes	Le Groupe La Poste	Million €			85	53
G4-EC1	Income tax expense	Le Groupe La Poste	Million €			182	53
G4-EC1	Amount received by the CICE	Le Groupe La Poste	Million €			349	53

GRI-G4	INDICATOR	SCOPE	UNIT	2012	2013	2014	PAGE
G4-EC1	Commitment to the Fondation d'Entreprise La Poste	Le Groupe La Poste	Million €			2	53
G4-EC1	Corporate sponsorship initiatives for Adphile and WWF	Le Groupe La Poste	Million €			4	53
G4-EC1	Sports partnerships	Le Groupe La Poste	Million €			6	53
G4-EC1	Social housing	Le Groupe La Poste	Million €			20	53
G4-EC1	SRI assets	La Banque Postale	Billion €			1.2	58
G4-EC1	Net banking income	La Banque Postale	Billion €			5.6	53
G4-EC1	Net sales after terminations	La Poste Mobile	€			210,000	27
G4-EC7	Initial capital Start'in Post	Le Groupe La Poste	Million €			5	111
G4-EC7	French population located less than 5 km from a postal contact point	Le Groupe La Poste	%			96.6	105
G4-EC7	Purchases from the disabled and sheltered sector as well as integrating people via business activities	La Poste, La Banque Postale and Mediapost SAS	Million €			16	108
G4-EC7	Employees who went on humanitarian leave	La Poste	Number			50	117
G4-EC7	Employees who have given their time and expertise to educational and socio-economic missions	La Poste	Number			550	117
G4-EC7	Projects supported by La Fondation La Poste	La Fondation La Poste	Number			128	120
G4-EC8	Cash machines accessible or located in a post office with at least one cash machine on the building's facade that is accessible		Number			4,690	64
		La Banque Postale	%			96	64
G4-EC8	Directly owned facilities accessible to persons with reduced mobility	Poste Immo	%	70.0	82.0	89	64
G4-EC8	Leased premises physically accessible to people with disabilities	Poste Immo	%			52	64
G4-EC8	Automatic postage machines accessible to the visually impaired	La Poste Network	Number			1,769	64
ENVIRONNEMENT							
G4-EN1	Companies working with Recy'go	La Poste	Number			2,845	99

GRI-G4	INDICATOR	SCOPE	UNIT	2012	2013	2014	PAGE
G4-EN1	Environmentally-responsible paper use	Le Groupe La Poste	Tonnes			28,726	99
G4-EN1	Environmentally-responsible paper use	Le Groupe La Poste	% of total consumption			94,7	99
G4-EN1	Paper obtained from sustainably managed forest	Le Groupe La Poste	% of total consumption			75,7	99
G4-EN1	Recycled paper	Le Groupe La Poste	% of total consumption			4,7	99
G4-EN1	Non-responsible paper	Le Groupe La Poste	% of total consumption			5,3	99
G4-EN1	Eco-friendly paper	Le Groupe La Poste	% of total consumption			14,3	99
G4-EN1	Electric and electronic waste of equipment valued during their treatment	La Poste, La Banque Postale and Mediapost SAS	%			82	100
G4-EN3	GHG emissions	Services-Mail-Parcels	%			42	91
G4-EN3	GHG Emissions: Total	La Poste	t CO <sub>2</sub> e	759,474	744,048	679,262	92
G4-EN3	GHG Emissions: Total	La Poste	% of the Group's emissions covered	50	46	44	92
G4-EN3	Energy consumption: Total	La Poste	GWh	1,081	3,131	2,667	94
G4-EN3	Energy consumption: Total	La Poste	% of the Group's consumption covered	---	49	45	94
G4-EN3	GHG Emissions: Total	La Poste, La Banque Postale, Mediapost and GeoPost	t CO <sub>2</sub> e	1,474,212	1,568,550	1,496,028	92
G4-EN3	GHG Emissions: Total	La Poste, La Banque Postale, Mediapost and GeoPost	% of the Group's emissions covered		98	98	92
G4-EN3	Energy consumption: Total	La Poste, La Banque Postale, Mediapost and GeoPost	GWh	---	6,343	5,828	94
G4-EN3	Energy consumption: Total	La Poste, La Banque Postale, Mediapost and GeoPost	% of the Group's consumption covered	---	99	98	94
G4-EN3	Total energy consumption: buildings	La Poste	GWh	1,081	1,188	943	94
G4-EN3	Total energy consumption: buildings	La Poste, La Banque Postale, Mediapost and GeoPost	GWh	1,348	1,483	1,211	94
G4-EN3	Total energy consumption: transportation	La Poste	GWh	---	1,943	1,724	94

GRI-G4	INDICATOR	SCOPE	UNIT	2012	2013	2014	PAGE
G4-EN3	Total energy consumption: transportation	La Poste, La Banque Postale, Mediapost et GeoPost	GWh	---	4,860	4,617	94
G4-EN3	GHG emissions related to energy consumption of transportation and building	Le Groupe La Poste	t CO <sub>2</sub> e	---	1,602,523	1,529,177	92
G4-EN3	Energy consumption : Total	Le Groupe La Poste	GWh	---	6,421	5,977	94
G4-EN5	Owned road transport efficiency	Le Groupe La Poste	k CO <sub>2</sub> e/km mail			0.16	95
G4-EN5			k CO <sub>2</sub> e/km parcel			1.17	95
G4-EN6	CO <sub>2</sub> emission evolution	Services-Mail-Parcels business unit	%			-7.8	23
G4-EN6	Building with green leases	Poste Immo's directly owned portfolio	Number			36	98
G4-EN6	Number of lease agreement riders with environmental clauses	Poste Immo's directly owned portfolio	Number			186	98
G4-EN12	Biodiversity preserved in Peru	La Poste	Hectares			100,000	101
G4-EN15	GHG emissions : direct emissions of leased or controlled equipment, company transportation vehicles and buildings	La Poste	t CO <sub>2</sub> e	311,558	312,284	264,742	92
G4-EN3	Energy consumption : Scope 1	La Poste	GWh	---	1,360	1,138	94
G4-EN15	GHG emissions : direct emissions of leased or controlled equipment, company transportation vehicles and buildings	La Poste, La Banque Postale, Mediapost et GeoPost	t CO <sub>2</sub> e	454,022	430,178	379,012	92
G4-EN3	Energy consumption : Scope 1	La Poste, La Banque Postale, Mediapost et GeoPost	GWh	---	1,856	1,617	94
G4-EN16	GHG emissions : indirect emissions resulting from the consumption of electricity and heating system	La Poste	t CO <sub>2</sub> e	40,084	43,491	40,448	92
G4-EN4	Energy consumption : Scope 2		GWh	---	563	535	94
G4-EN16	GHG emissions : indirect emissions resulting from the consumption of electricity and heating system	La Poste, La Banque Postale, Mediapost et GeoPost	t CO <sub>2</sub> e	85,918	96,674	90,050	92
G4-EN4	Energy consumption: Scope 2	La Poste, La Banque Postale, Mediapost et GeoPost	GWh	---	762	719	94

GRI-G4	INDICATOR	SCOPE	UNIT	2012	2013	2014	PAGE
G4-EN17	GHG emissions: indirect emissions of transportation contractors and work-related contractor travel	La Poste	t CO <sub>2</sub> e	407,832	388,273	374,072	92
G4-EN4	Energy consumption: Scope 3	La Poste	GWh	---	1,208	995	94
G4-EN17	GHG emissions: indirect emissions of transportation contractors and work-related contractor travel	La Poste, La Banque Postale, Mediapost et GeoPost	t CO <sub>2</sub> e	934,273	1,041,698	1,026,967	92
G4-EN4	Energy consumption : Scope 3	La Poste, La Banque Postale, Mediapost et GeoPost	GWh	---	3,725	3,492	94
G4-EN18	Greenhouse gas emissions intensity		CO <sub>2</sub> e/mail			8.99	93
G4-EN18		Le Groupe La Poste	CO <sub>2</sub> e/parcel			116.29	93
G4-EN19	Building related emissions		CO <sub>2</sub> e			202,842	93
G4-EN19		Le Groupe La Poste	% of total			13.3	93
G4-EN19	Transport-related emissions		CO <sub>2</sub> e			1,326,335	93
G4-EN19		Le Groupe La Poste	% of total			87	93
G4-EN19	Greenhouse emissions: road	Le Groupe La Poste	% of total			72.5	93
G4-EN19	Greenhouse emissions: air travel	Le Groupe La Poste	% of total			14.0	93
G4-EN19	Greenhouse emissions: gas	Le Groupe La Poste	% of total			5.5	93
G4-EN19	Greenhouse emissions: electricity	Le Groupe La Poste	% of total			5.8	93
G4-EN19	Greenhouse emissions: district heating	Le Groupe La Poste	% of total			0.4	93
G4-EN19	Greenhouse emissions: fuel oil	Le Groupe La Poste	% of total			1.5	93
G4-EN19	Railroad and maritime	Le Groupe La Poste	% of total			0.3	93
G4-EN19	Carbon emissions	Mail, parcel and express parcel delivery activities	% of total			90	94
G4-EN27	Photovoltaic units	Poste Immo	Number			45	28
G4-EN27	Recyclable material in Colissimo package	Mail and parcels services	%			85	57
G4-EN30	Transportation CO <sub>2</sub> emissions evolution	Fleet of vehicles	%			-4	23
G4-EN30	Electric vehicles	Le Groupe La Poste	Number			6,000	23
G4-EN30	Alternative vehicles in fleet	Le Groupe La Poste	%			29.1	97

GRI-G4	INDICATOR	SCOPE	UNIT	2012	2013	2014	PAGE
G4-EN30	KM travelled each year by postal workers (excluding GeoPost)	Le Groupe La Poste excluding GeoPost	Billion KM			1.4	95
G4-EN30	Motorbikes	Le Groupe La Poste	Number			9,445	95
G4-EN30	Light vehicles	Le Groupe La Poste	Number			47,000	95
G4-EN30	Heavy goods vehicles	Le Groupe La Poste	Number			328	95
G4-EN30	Electric bicycles	Le Groupe La Poste	Number			18,476	95
G4-EN30	Quadricycles	Le Groupe La Poste	Number			1,327	95
G4-EN30	Three-wheel electric vehicles	Le Groupe La Poste	Number			100	95
G4-EN30	Electric light vehicle	Le Groupe La Poste	Number			4,617	95
G4-EN30	Employees trained in eco-driving since 2007	Le Groupe La Poste	Number			82,220	95
G4-EN30	Mobility plans	Le Groupe La Poste	Number			60	97
G4-EN30	Employees covered by mobility plans	Le Groupe La Poste	Number			60,000	97
SOCIAL							
G4-LA1	Turnover rate	Le Groupe La Poste	%	2.8	3.3	3.1	71
G4-LA2	Employees participated on one of the two employee savings plan	Le Groupe La Poste	Number			74,650	84
G4-LA2	Employees who participated in the PEG plan	La Poste	Number			59,214	84
G4-LA2	Employees who participated in the PERCO plan	La Poste	Number			24,019	84
G4-LA2	PEG and PERCO plans' amount	La Poste	Million €			534	84
G4-LA2	Social benefit spending	La Poste	Million €		212.6	213.1	88
G4-LA2	Cantine service and economic sector		Million €		93.9	97.8	88
		La Poste	%			46	88
G4-LA2	Sports and cultural activities		Million €		43.1	44.8	88
		La Poste	%			21.0	88
G4-LA2	Children		Million €		46.3	41.7	88
		La Poste	%			20	88
G4-LA2	Mutual aid and solidarity		Million €		13.4	15.6	88
		La Poste	%			7	88
G4-LA2	Average amount of social benefit per employees	La Poste	€		1,011	1,015	88
G4-LA3	Employees who took a paternity leave	Le Groupe La Poste	Number			1,840	79



GRI-G4	INDICATOR	SCOPE	UNIT	2012	2013	2014	PAGE
G4-LA5	Employees represented in joint management-worker OHSC	Le Groupe La Poste	%			91	86
G4-LA6	Accident frequency rate	La Poste	Ratio: number of workplace accidents x 1000000/ number of hours work	26.4	25.2	23.4	80
G4-LA6	Accident severity rate	La Poste	Ratio: number of days compensated x 1000/ number of hours worked	1.3	1.27	1.25	80
G4-LA6	Accident frequency rate for women	La Poste	Ratio: number of workplace accidents x 1000000/ number of hours work			25.9	80
G4-LA6	Fatal workplace accident	La Poste	Number			5	80
G4-LA6	Fatal accident on the way residence work	La Poste	Number			2	80
G4-LA6	Absenteeism rate	La Poste		6.0	6.1	6.4	80
LA-6	Employees working from home	La Poste	Number			1,000	82
G4-LA8	People with disabilities hired under permanent, work-study and fixed-term contract	La Poste	Number			643	77
G4-LA8	Disable employees benefiting of work adaptation	La Poste	Number			2,000	77
G4-LA8	Disability-related spending	La Poste	Million €			34	77
G4-LA8	Employees under the mandatory employment obligation evolution	La Poste	%	2	3.74	4.11	77
G4-LA8	Employees with officially recognised disability	La Poste	Number			8,000	77
G4-LA8	Employees matching the disabled employee criteria	La Banque Postale	% of employees			3.07	77
G4-LA8	Employees who have received a medical check-up within the past two years	La Poste	%			92	82
G4-LA9	Training expenditures	Le Groupe La Poste	% of payroll	3.6	3.6	3.5	75
G4-LA9	Employees trained	Le Groupe La Poste	Number		163,822	156,936	75
G4-LA9	Employees receiving training in 2014	Le Groupe La Poste	%			80	75
G4-LA10	Managers receiving the new HR training	La Poste	Number			1,922	72

GRI-G4	INDICATOR	SCOPE	UNIT	2012	2013	2014	PAGE
G4-LA10	Employees trained to prevention of the road risk or to prevention of handling risk	La Poste	Number	50,119	41,239	53,749	81
G4-LA10	Post-office employees trained to prevention and management of incivilities and aggressions	La Poste	Number	3,914	8,675	9,440	81
G4-LA11	Employees moved to civil service jobs	Le Groupe La Poste	Number			172	74
G4-LA11	Employees who created or purchased a business	Le Groupe La Poste	Number			132	74
G4-LA11	Employees promoted	Le Groupe La Poste	Number			11,985	75
G4-LA11	Overall promotion ratio	Le Groupe La Poste	%			5.6	75
G4-LA12	Senior executives women	Le Groupe La Poste	%	26.7		31.5	78
G4-LA12	Women executive comittee members	Le Groupe La Poste	%			20	78
G4-LA12	Promotions obtained by women	Le Groupe La Poste	%			52	78
G4-LA13	Difference between the remuneration of men and women: civil servants	La Poste	%		-3,1	-3,1	78
G4-LA13	Difference between the remuneration of men and women : employees	La Poste	%		-1,2	-0,9	78
		La Poste, La Banque Postale and Mediapost SAS	%			-2.6	78
HUMAN RIGHTS							
G4-HR3	Incident of discrimination complaints referred to the “Defender of rights”	Le Groupe La Poste	Number			6	76
G4-HR3	Incidents of discrimination complaints handled by the company’s mediator	Le Groupe La Poste	Number			285	76
SOCIAL							
G4-S01	Temporary work spending	La Poste	Million €		117	127	107
		La Poste, La Banque Postale and Mediapost SAS	Million €			135	107
G4-S02	Personal micro-loans evolution	La Banque Postale	%		+66	+40	60
G4-S02	Partnership agreements signed to provide social mediation, educational and interpreting services to customers	Le Groupe La Poste	Number	150			60

GRI-G4	INDICATOR	SCOPE	UNIT	2012	2013	2014	PAGE
PRODUCT							
G4-PR5	The overall satisfaction rating of french La Poste Customers	La Poste	%		89	91	62
OTHER							
	Calls to the claim phone number 3631	Le Groupe La Poste	Number			900,000	62
	Unique visitors consulting the Online Customer Service area	La Poste	Number			149,000	62
	Paper claim forms posted to the Customer Relations Department	La Poste	Number			19,000	62
	Post offices with the AFNOR's Service Standards certification	La Poste Network	Number			1,434	62
	Potable water provided in Kenya	La Poste	Million people			4.5	101

## Appendix 3

# REPORTING METHODOLOGY AND COVERAGE OF INDICATORS

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### The responsible development reporting campaign

Responsible development reporting is based on the Group's protocol for measurement and reporting of responsible development indicators.

This protocol specifies the rules for collection, calculation and consolidation of the indicators, their scope, checks performed and the corresponding settings in the IT system, in place since the 2009 campaign.

It is intended for reporters in branches, subsidiaries and support functions that contribute to reporting and is the Group's reference tool for both internal and external audits.

The methodological principles and emission factors used in the protocol are based on national and international guidelines: GRI version 4, the Bilan Carbone® V7 methodology or the guide to emission factors V6.1 by ADEME, the GHG Protocol, and studies carried out by international agencies or suppliers if necessary.

These indicators are published on an annual basis for the financial year, which is itself in line with the calendar year, from 1 January to 31 December 2014 for the results of the year 2014.

To enable their consolidation within the deadline for production of the management report, some indicators are submitted on a "rolling" period, from 1 December of the previous year to 30 November of the year in question; this is the case for La Poste's internal fleet and energy consumption in particular.

The reporting scope for the financial year 2013 results was extended, taking into account stopovers for the international transport of mail and parcels, greater completeness of data for Express-Parcel subsidiaries and indicators relating to real estate. The results of CO2 emissions and consumption indicators have been recalculated on this basis.

### Reporting scope

The overall scope for reporting is as follows:

#### La Poste

La Poste activities covered include mail, parcel, distribution networks, cross-functional teams at corporate level and within support departments. For social and diversity indicators, it also includes most of the staff of La Banque Postale, which remains attached to La Poste (88% full-time equivalent).

#### La Banque Postale

La Banque Postale's own subsidiaries are not currently taken into account in the reporting scope, except for the socially responsible investment indicator (La Banque Postale Asset Management).

#### Mail/Digital Subsidiaries

Mail and digital subsidiaries are grouped within the holding company Sofipost. These include Mediapost, STP, Docapost...

### Express-Parcels Subsidiaries

Express-Parcels subsidiaries are grouped within the holding company GeoPost (Chronopost, Exapaq, DPD...). Almost all of the Group's international activities fall within this segment.

### Extent of coverage for indicators

The reporting scopes used in this report and the corresponding coverage rates in relation to the Group's scope (fully consolidated companies) are shown below:

Scope of the report	% of consolidated revenue	% of the Group workforce (expressed in full time equivalents)
La Poste	48.3%	82.2%
La Poste, La Banque Postale, Mediapost SAS	71.0%	85.9%
La Poste, La Banque Postale, Mediapost SAS, GeoPost (Scope of the 2014 management report)	91.2%	94.9%
Groupe La Poste in France	82.9%	91.7%
Groupe La Poste	99.9%	100%

### Contact person for queries regarding the report or its contents

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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.

**AFMD:** Association française des managers de la diversité (French association of diversity managers).

**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.

**AVERE:** Association for the development of electric mobility.

**BBC:** A French building energy-efficiency standard.

**BOE:** Bénéficiaire de l'obligation emploi (Beneficiary of of the obligation to employ disabled persons).

**Breeam:** A method developed by the Building Research Establishment for evaluating a building's environmental performance.

**BtoB:** Business to Business.

**BtoC:** Business to Consumer.

**CAP:** Certificat d'aptitude professionnelle (a vocational certificate of professional competence).

**CCAS:** Centre communal d'action sociale (Community social action centre).

**CCP:** Compte courant postal (Postal current account).

**CDD:** Contrat à durée déterminée (Fixed-term contract).

**CDDEEP:** A sustainable development club for public-sector companies and other entities.

**CDI:** Contrat à durée indéterminée (Permanent contract).

**CDPPT:** Committee on departmental postal service.

**CEI:** Call for expression of interest.

**CEO:** 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.

**CGT:** Confédération générale de travailleurs (a French labour union).

**CHSCT:** Comité d'hygiène, de sécurité et des conditions de travail (Occupational health, safety and work conditions committee).

**Codir:** Management committee.

**Comex:** Le Groupe La Poste's Executive committee.

**Comité 21:** consisting of four colleges, the not-for-profit association brings together relevant stakeholders in France: businesses (multi-nationals and SMEs), local authorities (from city to regional level), associations (environmental, development, local solidarity, human rights, etc.), institutions, higher education providers and the media.

**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).

**DCOM:** Communications department.

**DET:** Directeur d'établissement terrain (Field site manager).

**DOTC:** Regional mail operational department.

**DRH:** Human resources department.

**DRHRS:** Department of human resources and employee relations.

**DRSE:** Group CSR department.

**DSEM:** Support and maintenance department.

**DTRLP:** La Poste Network regional department.

**DTT:** Digital terrestrial television.

**EFQM:** 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).

**EPE:** entreprises pour l'environnement (companies for the environment).

**ESG:** Environmental, social and corporate governance.

**ETC:** Regular team meetings known as “Espaces temps communication”.

**ETI:** Entreprise de taille intermédiaire (Intermediate-sized enterprises).

**E2C:** Second-chance school.

**EWC:** European Works Council.

**FNE:** France Nature Environnement (France Nature Environment).

**FO:** Force ouvrière, (a French labor union).

**FTDA:** France Terre d'Asile, association for the support of refugees and asylum seekers.

**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.

**HEQ:** High environmental quality.

**HR:** Human Resources.

**IEC:** Institut de l'économie circulaire (Institute of Circular Economy).

**ILO:** International Labour Organization.

**IMS - entreprendre pour la cité:** Institute for solidarity sponsorship.

**INSEE:** France's national statistics office.

**IPC :** International Post Corporation: set up in 1989, the IPC brings together postal operators in Europe, North America and Asia-Pacific. Its main missions include improving the quality of international services, conducting studies and carrying out research in the postal sector as well as coordinating platforms to discuss postal issues.

**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:** Office français de l'immigration et de l'intégration (French immigration and integration office).

**OHSC:** Occupational health and safety committee.

**ONPP:** Observatoire national de la présence postale (French postal service presence observatory).

**OREE :** A multi-actor association created in 1992, bringing together more than 150 businesses, territorial authorities, trade and environmental associations, academic and institutional bodies, to develop joined-up thinking on best environmental practices, and to implement practical tools for integrated environmental management at territorial level.

**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.

**OTI:** Independent third-party responsible for the audit of environmental and social data published by the Group.

**PIC:** Plate-forme Industrielle Courrier (Industrial mail platform).

**Pimms:** Point information médiation multiservices (Multi-service mediation information point).

**PDE:** Plans de déplacement entreprise (Company mobility plans).

**PDU:** Plan de déplacements urbains (Urban mobility plan).

**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).

**RBR 2020:** Réglementation Bâtiment Responsable 2020 (Sustainable building regulation).

**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 –

**SEPH:** Semaine pour l'emploi des personnes handicapées (Employing disabled persons week).

**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).

**SUD (solidaire, unitaire, démocratique) :** trade union confederation.

**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).

**WWF:** World Wildlife Fund.

**ZUS :** Zone urbaine sensible (Deprived urban areas).



Design and production: **IIAVAS** WORLDWIDE **PARIS**

Editorial content: Elsa Boniface – Stephen Gates and his team.

Photo credits: Alex Cretey Systermans/Interlinks Image; Thomas Laisné/La Company; Sophie Loubaton/CAPA Pictures; DPD; Arnaud Février; Fred Pierre; Michel Fisher; Creative Commons, Land Rover Our Planet, Mariusz Kluzwiak, Nils Bremer, SusanA Secretariat, Thomas Stromberg/Flickr; Le Groupe La Poste media library.



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