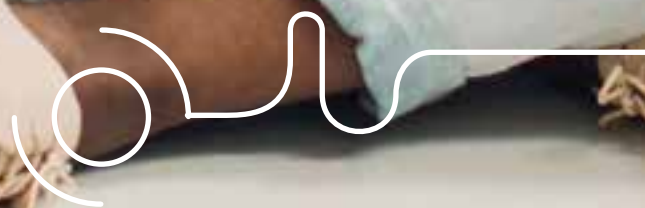


# 2016 CSR Report



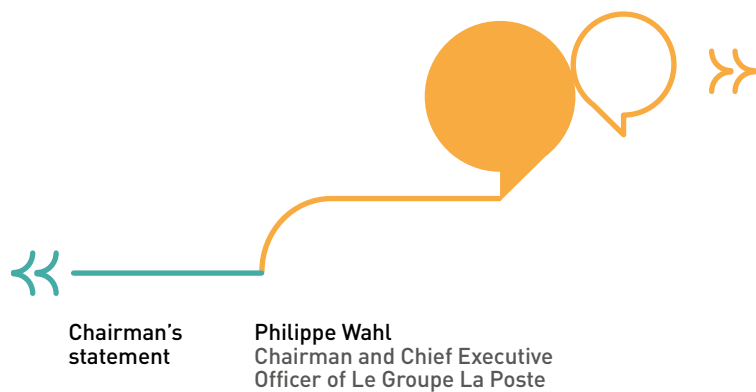
LE GROUPE LA POSTE





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## **In 2016, Le Groupe La Poste pursued its transformation into a services-led company**

making life easier for customers and citizens, by developing useful everyday services for everyone, everywhere. Our Group has blended social responsibility into the core of its strategic plan – “La Poste 2020: Conquering the Future”. It has done this by making two strong commitments to its stakeholders: to adhere to the principles of sustainable development and to contribute to the sustainable growth of local economies and employment.

### **Achieving our social responsibility targets by 2020 will enable us to keep these commitments.**

These objectives are in perfect harmony with the principles of the United Nations Global Compact, whether they relate to climate change (and compliance with the Paris Agreement), responsible products and services, fulfilling our public service missions, developing our employees' skills, supporting the social and solidarity economy through our purchasing, or new services that create value for all of society.

Some of these new solutions were launched in 2016, such as Bemobi, the leader in ecomobility, and Action Habitat, which supports the French government's efforts to promote the thermal renovation of homes. Le Groupe La Poste has also developed a range of personal services that are provided by mail carriers. Two examples are visits to the elderly with the “Watch Over My Parents” service and the Ardoiz tablet designed for silver surfers.

Efforts to adapt local postal coverage were pursued. There are now nine service configurations to best fit the needs of local residents and 500 post offices have been converted into public service centres.

In 2016, our Group took robust action to fight corruption by implementing a prevention plan, appointing anti-corruption officers and drafting an anti-corruption code of conduct for Le Groupe La Poste. In May, we adopted a Data Charter

to ensure that the personal data of customers and citizens is managed more effectively. This is one of the first corporate initiatives in this area. The mail carrier's oath was also amended to protect the secrecy of electronic correspondence.

### **In carrying out all these new projects, together, the Group and its employees uphold the shared values of openness to others, respect, fairness, accessibility, proximity and a sense of service.**

These six values drive the Group and enable its employees to build relationships of trust with all stakeholders.

Le Groupe La Poste's governance system and decision-making processes provide a framework for management that is ambitious yet prudent, and capable of creating value for everyone. We are careful to preserve this framework, to ensure that we will continue to head in the right direction in a challenging economic environment that is constantly changing.

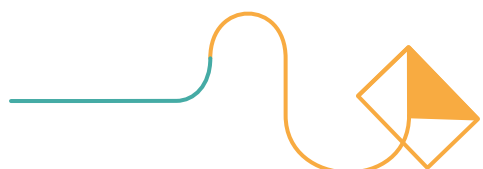
Our Group is thus pursuing the path it began in 2003, when it made a commitment to the principles of the United Nations Global Compact; a commitment I am happy to renew. Le Groupe La Poste is also proud to be a signatory, since 2010, of the Women's Empowerment Principles. Lastly, La Poste has been working to help achieve the United Nations Sustainable Development Goals ever since they were adopted in 2015.

This Corporate Social Responsibility Report for 2016 clearly shows what has been achieved through our Group's commitment and through the day-to-day efforts and concrete actions of our employees.

## **In 2016, Le Groupe La Poste pursued its transformation into a services-led company**

# Highlights

## Social responsibility is inherent to our strategy



### The Group's SRI ratings

EcoVadis has awarded its Gold certificate to Le Groupe La Poste and its Silver certificate to DPDgroup, which was ranked 13<sup>th</sup>. Oekom once again rated La Banque Postale the #1 bank in France and #2 in the world, from among 375 international banks.



### 100% renewable electricity

In May 2016, Le Groupe La Poste achieved its objective of procuring all of the electricity used by the buildings that Poste Immo manages from renewable sources. The Group's other buildings are also committed to renewable energy, and for example, Chronopost has selected Enercoop as their supplier.



### Responsible investment

In 2016, LBPAM's eco-friendly equities fund Responsible Actions Environnement increased its assets under management threefold, to €90 million. The fund was awarded the TEEC National Energy and Ecology Transition label of quality in January 2017.

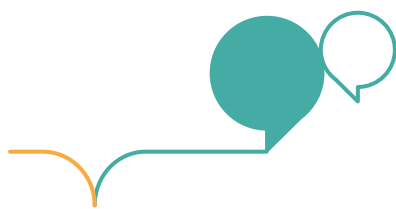


### Closer still

La Poste has enhanced its offering of local personal assistance services, with its new subsidiary "Veiller sur mes parents" ("Watch over my parents") and a new range of Proxi mail-carrier services. The Group has also taken a majority stake in Axeo, a leading provider of personal assistance services, and is currently deploying Ardoiz tablet computers, which are specially designed for senior citizens.

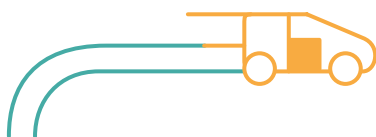
## Data security

In keeping with its commitment to provide its customers with a comprehensive and secure online solution, in May 2016, the Group adopted a Data Charter, which will be the cornerstone of its plan to develop new services for French consumers.



## Written driving tests

In response to the reform of the administration of driving theory tests in France, under the Macron Act of 6 August 2015, La Poste has enabled 180,000 people throughout the country to take this test. This is a good example of La Poste's strategy of using innovation to simplify people's lives.



## Responsible and solidarity purchasing

The Group continues to support organisations that employ the disabled or find jobs for the disadvantaged, and in 2016 purchased €15.95 million and €5.63 million worth of goods and services from these organisations respectively. La Poste also works with 217 temporary employment agencies in France that find jobs for the hard to employ. In all, Le Groupe La Poste had over 1,000 approved social and solidarity economy vendors at the end of 2016.



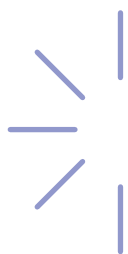
## The sustainable mobility leader

In 2016, Le Groupe La Poste gave birth to Bemobi, which quickly became the leader in sustainable mobility solutions for the private and public sector. Bemobi is the only one in its market to offer a comprehensive ecomobility solution that includes advisory services, operational management and training, along with two collaborative mobility solutions – car-pooling, with WayzUp, and car-sharing, with Mobility Tech Green.



## For sustainable deliveries

La Poste is currently conducting a pilot project where parcels to be delivered to merchants, businesses and consumers are dropped off in containers, vehicles or buildings in a central location and then picked up by DPD or GLS for delivery by bicycle or cart, which means zero emissions and less traffic in congested city centers.



# 1

## Understanding Le Groupe La Poste

- P. 8 — A major services group
- P. 10 — Le Groupe La Poste key facts and figures
- P. 12 — CSR rating agency assessments
- P. 14 — Le Groupe La Poste's organisational structure and brands



A leading services group with multiple activities, Le Groupe La Poste has been serving and working closely with local communities for many years, providing services that improve the quality of daily life. Each day, over 250,000 employees serve millions of people throughout France, in a spirit of community service that is part of the Group's DNA.

Le Groupe La Poste is France's most extensive network of retail outlets. This proximity with local communities and the trust the Group has earned with the general public are the foundation of its four public service missions: providing universal postal services; guaranteeing access to banking services for everyone, everywhere in France; handling press transportation and delivery; and ensuring local postal coverage.

Increased competition, changing life styles, the digital revolution, extremely low interest rates and other changes in Le Groupe La Poste's economic, regulatory, social and ecological environment have challenged its historic business model. This is why the Group is engaged in a rapid and profound transformation, as may be seen by its "La Poste 2020: conquering the future" strategic plan, which aims to restore a sound financial footing, assure sustainable funding for development that excludes no one, and provide customers with products and services that will simplify their lives.

In 2016, Le Groupe La Poste posted revenue of €23.294 billion, of which 22.4% was earned abroad. Each year, the Group continues to strengthen its positions in the international market. The acquisitions made in 2016 confirm its global standing and ambitions.

## A major services group

G4-2, G4-3, G4-5, G4-7, G4-9

### Four public service missions:

As a public company, Le Groupe La Poste has always served local communities and contributed to policies in the public interest. The four public service missions with which La Poste has been entrusted – universal postal service, banking accessibility, press transportation and delivery, and contributing to regional planning – help preserve and strengthen the bonds that underlie French society. They are fundamental to the social fabric of communities and are the foundation of La Poste's growth and development. These public service missions lie at the core of the Group's activities and strategy and inspire its commitments.

### Seven business activities

#### Le Groupe La Poste's business activities include:

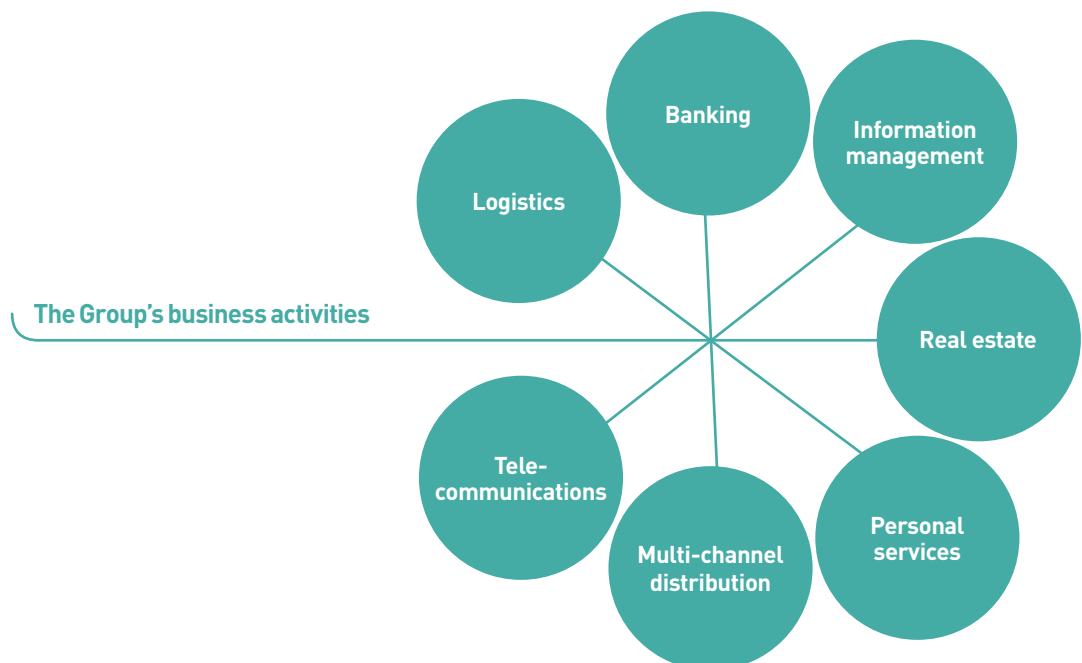
- **logistics:** the processing, sorting, transportation and delivery of mail, parcels and other items;
- **banking and insurance;**
- **telecommunications:** mobile telephony and high-speed Internet access;
- **information management:** with a broad range of digital solutions;

#### Le Groupe La Poste's parent company is La Poste SA:

- La Poste is a French société anonyme (public limited company) owned by the French government (73.68%) and by the French public financial institution Caisse des Dépôts (26.32%).
- La Poste's registered office is located at 9, rue du Colonel Pierre Avia, 75015 Paris, France.
- Under Article 1 of Act no. 2010-123 of 9 February 2010, La Poste's shares may only be held by a public-sector entity.

For more information on the Group's organisational structure, see page 12 of the 2016 Registration Document. Further information on La Poste SA's organisation, legal and commercial names, place of registration, registration number, date of incorporation, term and legal and regulatory framework can be found on page 18 of the 2016 Registration Document.

- **multi-channel distribution,** via both physical and virtual outlets;
- **real estate,** which involves managing the Group's vast property assets to support its operational activities;
- **personal services,** which include a wide range of local services provided by postmen.



Given the challenges of climate change, population ageing, increasingly scarce natural resources and a constantly evolving business environment, not only must the Group pursue and accelerate the development of its diverse activities, it must also conquer new and fast-growing markets. These include, for example, e-commerce, urban logistics, assistance services for seniors (the “silver economy”) and vulnerable and/or isolated people, secure digital transactions, smart homes, the social and solidarity economy, sustainable mobility, the energy transition and the renovation of real estate in France. Le Groupe La Poste is seizing growth opportunities by developing useful everyday services for everyone and everywhere.

## In 2016, Le Groupe La Poste took more steps to make life easier for customers and increase proximity

### G4-13

To adapt to a changing society and the evolving needs of its customers, Le Groupe La Poste pursued its innovation efforts in 2016 in the following areas.

- **Ecomobility** – Launch of Bemobi, a comprehensive range of corporate ecomobility solutions that include mobility consultancy, fleet management, ecodriving training, car-pooling and car-sharing.
- **Energy** – Launch of Action Habitat services to facilitate home renovation in compliance with new energy standards.
- **Evening delivery** – After automated lockers and scheduled delivery, a new parcel delivery model which is gradually being deployed to enable evening delivery in cities with more than 50,000 inhabitants.
- **Diversification of postal outlets:**
  - **Public service centres** – 500 centres either open or in preparation;
  - **La Poste Relais** – In 2016, opening of 26 La Poste Relais outlets in cities and rural areas, 162 in high-traffic areas (such as train stations and shopping malls), and with extended opening hours;
  - **Postmen-counter clerks** – At the end of 2016, 564 postmen-counter clerks, who deliver mail, provide other local services and serve customers at the local post office counter, with 1,000 targeted by the end of 2017.
- **Driving code exam centres** – 380 exam centres had been opened by the end of 2016, subsequent to the reform of driving code examinations under Act no. 2015-990 of 6 August 2015 (the Act for Economic Activity and Growth and the Equality of Economic Opportunities).
- **Creation of La Poste Silver** – After the initial partnership agreements signed in 2015, La Poste expanded its range of services for the elderly in April 2016 by acquiring Tikeasy, which developed the Group’s Ardoiz tactile tablet computer.
- **Launch of the “Watch Over My Parents” service** (where postmen pay friendly visits to the elderly to maintain social ties and help keep an eye on them). In late 2016, La Poste expanded its service offering by acquiring a majority stake in Axeo Services, whose 180 franchises provide personal services throughout France.
- **Collaborative economy** – Business and investment agreement between La Banque Postale and WeShareBonds, a crowdlending platform that helps small and medium-size businesses obtain funding through bonds and not loans. Together, La Banque Postale and WeShareBonds hope to lead the way in resolving the difficulty that smaller companies often have in obtaining funding rapidly, in comparison with large companies and groups.

## Le Groupe La Poste key facts and figures

### Workforce

Approximately

**251,000**  
employees worldwide.

### Global presence

Operations in

**44**  
countries on five continents

### 2016 revenue

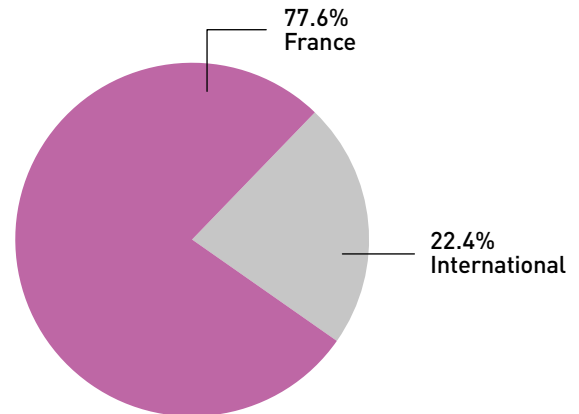
**€23.294** billion

### A solid balance sheet

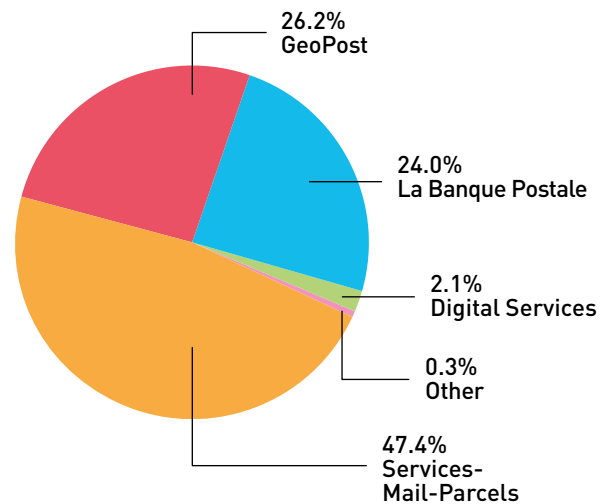
Net debt at 31 December 2016 was €3.719 billion,  
for a net debt to equity ratio of

**0.34**

Revenue by geographic area



Revenue by business unit



## Logistics

- **21.9 billion items** delivered worldwide, six days a week
- **Europe's first provider of universal postal services** to enter the express delivery market, in 1984, ensuring the shipping of goods and documents anywhere within 48 hours
- **1.4 billion parcels** handled and delivered worldwide in 2016
- **Europe's 2<sup>nd</sup> largest provider** of postal services by revenue and volume

## Banking and insurance

- **70,000 financially vulnerable customers** have received assistance from the L'Appui platform since its creation in 2013.
- **La Banque Postale was France's No. 1 lender to local authorities** in 2015, with over 25% of the available market<sup>(1)</sup>.
- **Almost 10.7 million individuals** are active customers of La Banque Postale.
- **Over 396,000 businesses, local government entities and non-profit organisations** use its banking, insurance and asset management services.
- **€97.2 billion, or 54% of the bank's assets** under management, are invested in accordance with recognised SRI criteria.

## Telecommunications

- **1.3 million mobile phone** customers
- **Very high-speed Internet access** via the La Poste Mobile box has been available since 8 March 2016

## Information management

- **No. 3 webmail** provider in France
- **No. 4 e-mail** provider
- **1.6 million digital safes** opened with Digiposte, No. 1 in France
- **25 million unique visitors** to online advertising websites each month.

## Multi-channel distribution

- **France's largest retail network**, La Poste has over 17,100 outlets that are staffed with approximately 60,000 employees trained in banking, who serve an average of 1.6 million customers daily, with a comprehensive range of postal and banking products and services, mobile phone services and high-speed Internet access.
- This network includes some **8,000 pick-up points and Pickup Station lockers**.
- The network also spans 7,800 automatic teller machines, automatic postage machines, the La Poste Web portal, mailboxes and hand-to-hand delivery.
- In 2016, La Poste posted €161.5 million in online sales.
- The laposte.fr website has **10.5 million unique visitors**.
- **Over 10 million people use 3631**, Le Groupe La Poste's customer service helpline.

## Real estate

- **12,363 properties**, of which 65% by surface area is managed by the Group
- **The 2<sup>nd</sup> largest portfolio of properties in France**, with an estimated market value of €3.6 billion.

## Personal services

In 2016, the **Proxi services** provided by postmen resulted in:

- **4.5 million contracts**
- €19.2 million in revenue.

[1] Source: Observatoire Finance Active.

## CSR rating agency assessments

G4-32

Le Groupe La Poste's CSR performance is assessed by the following rating agencies and organisations.

### CDP (formerly Carbon Disclosure Project) ratings obtained in 2016:

- Investor program: B. The average for the Group's sector was C.
- Supply Chain: B. The average was D, meaning that Le Groupe La Poste moved up two levels in one year.

**Vigeo:** In 2015 the Group scored 59/100 and was No. 2 out of the 29 companies in its sector (transportation).

**EcoVadis:** The Group's CSR performance was rated 70/100 ("Gold" level) on 9 February 2016 (3 points higher than in 2014).

## An international group

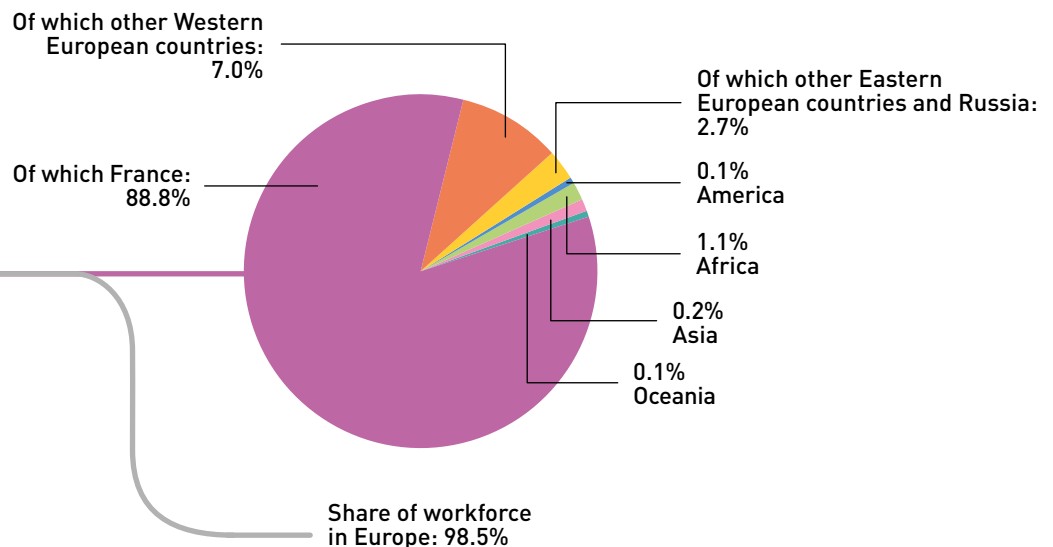
G4-5, G4-6, G4-10

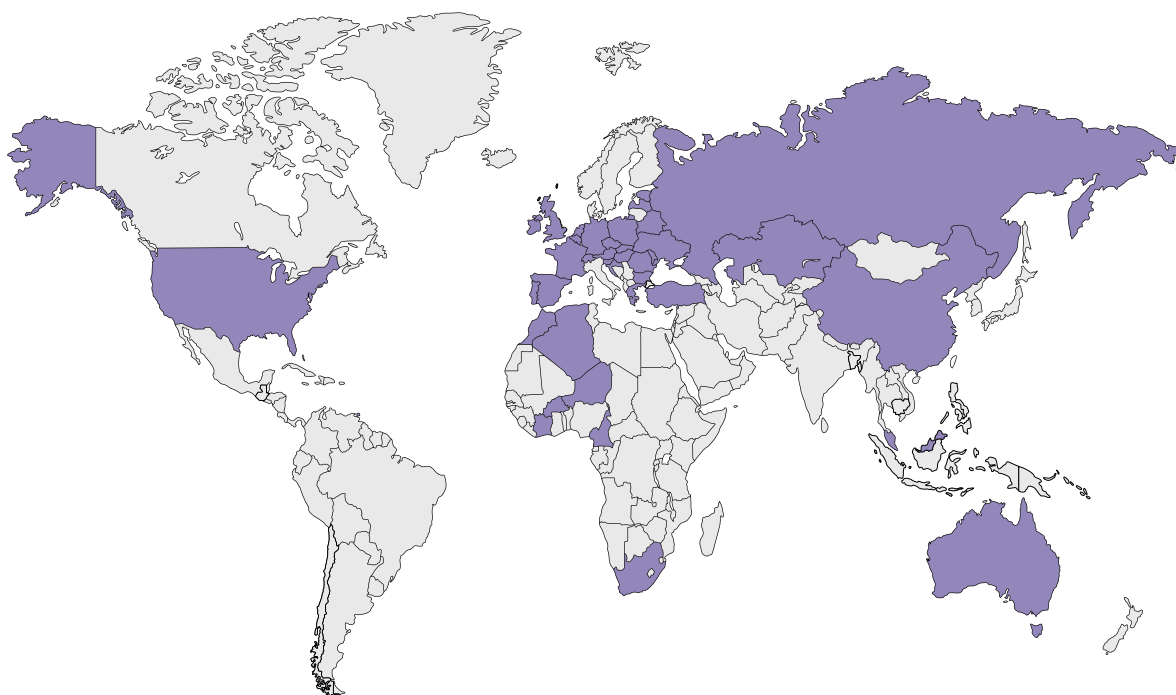
Most of the Group's operations are located in countries with democratic institutions and which have the resources necessary to enforce compliance with human rights and with the International Labour Organisation's basic principles. Although Le Groupe La Poste is also present in countries that are more exposed to human and labour rights violations, its operations in these countries are confined to relatively small companies or partnerships (see pages 368 to 377 of the 2016 Registration Document). 95.8% of Le Groupe La Poste employees work in Western Europe, as defined by UNESCO.

### Western Europe as defined by UNESCO:

Andorra, Austria, Belgium, Denmark, Finland, France, Germany, Greece, Iceland, Ireland, Italy, Liechtenstein, Luxembourg, Malta, Monaco, Netherlands, Norway, Portugal, San Marino, Spain, Sweden, Switzerland, United Kingdom, and the Vatican City State.

Group workforce by geographic area





● Le Groupe La Poste's international operations

United States	Austria	Belarus	China
Trinity-and-Tobago	Belgium	Kazakhstan	Hong Kong
	Bulgaria	Russia	India
	Croatia	Turkey	Malaysia
	Czech Republic	Ukraine	Singapore
	Estonia		
	France	Niger	Australia
	Germany	Algeria	
	Great Britain	Burkina Faso	
	Greece	Cameroon	
	Hungary	Ivory Coast	
	Ireland	Mauritius	
	Liechtenstein	Morocco	
	Lithuania	South Africa	
	Luxembourg		
	Netherlands		
	Poland		
	Portugal		
	Romania		
	Slovakia		
	Slovenia		
	Spain		
	Switzerland		

## Le Groupe La Poste's organisational structure and brands

G4-4, G4-8

The Group's seven business activities are operated through La Poste and its subsidiaries and are organised into five business units (Services-Mail-Parcel, La Banque Postale, the La Poste Network, GeoPost and Digital Services) and Poste Immo, which manages the Group's property.

The **Services-Mail-Parcels** business unit delivers mail, newspapers, magazines and parcels under the La Poste brand in France and abroad, distributes advertising and marketing materials, and provides integrated delivery solutions for the e-commerce sector. It provides universal postal services in France six days a week. Another of this business unit's public service missions is the low-cost delivery of newspapers and magazines. Products and services are provided mainly under the La Poste and Mediapost brands.



**GeoPost** is the Group's international express delivery division, delivering parcels of up to 30 kg to businesses (B2B) and consumers (B2C) in France and around the world. GeoPost obtained 77% of its revenue outside of France.

GeoPost operates under the DPD group's brands: DPD, Chronopost and SEUR.



Post offices are also the home of La Banque Postale.

**La Banque Postale** has been overseeing the Group's banking and insurance business for ten years. It is the successor to La Poste's financial services division. La Banque Postale is organised into three departments: Retail Banking, its core business, historically serving individuals but extended to include business customers and non-profit organisations in 2011 and local authorities in 2012; Insurance (with life insurance, personal risk insurance, property and health insurance subsidiaries); and Asset Management.

La Banque Postale ensures its mission of banking accessibility with the Livret A passbook. Since the 2008 Economic Modernisation Act, all banks can offer this savings account, but La Banque Postale has an obligation to provide it to anyone who makes a minimum deposit of €5. La Banque Postale operates under its own brand name.





**La Poste Network** is the Group's multi-activity distribution unit. It directly manages the provision of telecommunication services. It plays a key role in the Group's public service mission of regional planning (at least 90% of the population of each French administrative department must be no more than five kilometres, or 20 minutes, from a La Poste outlet). Whether directly owned or operated in partnership with local authorities or merchants, these outlets enable customers to discover and have access to the Group's products and services. The La Poste Network operates under the La Poste and La Poste Mobile brands.



The **Digital Services** business unit consists of the Digital Services department (with expertise in customer experience, online services, digital trust, Yellow Innovation and internal transformation) and three B2B subsidiaries: Docapost (digital transformation of business organisations and processes); Mediapost Communication and its subsidiaries Matching, Adverline, Mediaprism, SDS, Vertical Mail, Cabestan and Mediapost Publicité (digital media and data processing); and Start'inPost (the Group's start-up accelerator).

The driving force behind the Group's digital transformation and revenue growth, the Digital Services business unit plays three key roles:

- It uses its expertise to assist the Group and business units with their digital projects. This includes, for example, developing new products and services and assisting with open architectures, agile IT methods, innovation and internal digital transformation in collaboration with the Group's HR director.
- It operates the "La Poste online" digital distribution network and has ambitious projects to increase the online revenue of business units.
- Through its two subsidiaries Docapost and Mediapost Communication, it is charged with the task of developing new digital businesses that will break even by 2020.

Digital Services operates under various brands, including La Poste, Docapost and Mediapost Communication.



Subsidiary **Poste Immo** manages the Group's real estate assets (including 89% of its buildings), promotes and develops real estate projects and provides other property-related services. Poste Immo manages, maintains, develops and enhances the value of an exceptionally large and diverse portfolio of properties.



Readers who would like more information about Le Groupe La Poste's business activities and its real estate subsidiary – including financial and operational indicators, legal structure, organisational characteristics, key challenges, strategic priorities and prospects – may refer to pages 20 to 67 of chapter 5 of the 2016 Registration Document.



# 2

## Engaging with stakeholders

P. 17 — Addressing stakeholder expectations

Relationships – with its customers, suppliers and service providers, partners, employees and shareholders – form the basis for everything Le Groupe La Poste does.

It has thus made stakeholder engagement a priority for its business development strategy and its transformation.

Clear CSR roles and responsibilities are necessary at all organisational levels to ensure that the Group is able to address new challenges and take decisions that are in its best interests and those of its stakeholders.

## Addressing stakeholder expectations

La Poste's stakeholders form a rich and complex ecosystem. They all expect the Group to provide effective solutions that are fully consistent with its commitment to corporate social responsibility. La Poste's long history and extensive regional footprint have made it something of an icon in France, and its own diversity closely mirrors that of French society. The Group is fully aware of the impact of its business activities on its environment, and it maintains an unwavering focus on the concerns, opinions and expectations of its stakeholders.

### Unwavering focus on stakeholders

**G4-24, G4-25, G4-26, G4-27**





Le Groupe La Poste has various ways of identifying and selecting the stakeholders with which it engages, based on the scope of the stakeholder relationship and the frequency of interaction. In addition to its shareholders, its employees are also important, since the quality of their working life and their skills are essential to operational performance and value creation. Customers, in all their diversity, are also key stakeholders, since their input plays a vital role in developing products and services that address their specific environmental and social concerns among others. Given its commitment to promoting responsible purchasing, the Group has identified suppliers and subcontractors as major stakeholders.



Round table with stakeholders in January 2017 to involve them in identifying and rating the Group's priority action areas.

Through their publications and/or their expert assistance in specific areas that are of special importance to La Poste, some NGOs and non-profit organisations have grown into real partners. Some examples include La Poste's collaboration with the World Wildlife Fund (WWF), to help protect the environment, and with Transparency International, to prevent corruption. The tables on the following pages provide a summary of Le Groupe La Poste's main stakeholders, the origin and history of the relationship, stakeholder expectations and the nature of the Group's engagement, i.e. the entities responsible for the relationship and the key processes.

### Shareholders

	<b>Specific stakeholders in direct contact with the Group</b>	<ul style="list-style-type: none"> <li>• The French Government (73.68%) and Caisse des Dépôts (26.32%)</li> </ul>
	<b>Relationship history</b>	<ul style="list-style-type: none"> <li>• Upon La Poste's conversion to a public limited company (société anonyme) on 1 March 2010</li> </ul>
	<b>Main expectations</b>	<ul style="list-style-type: none"> <li>• Financial performance, sustainability of the business model and long-term value creation</li> <li>• Management of risks to the Group's reputation</li> <li>• Customer satisfaction and adaptation to consumer expectations</li> <li>• Fulfilment of commitments made to the French government, regulatory compliance in respect of corporate social responsibility and public service obligations</li> </ul>
	<b>Key bodies and processes</b>	<ul style="list-style-type: none"> <li>• Board of Directors and its Quality and Sustainable Development Committee (three meetings a year)</li> </ul>


### Customers and consumer associations

	<b>Specific stakeholders in direct contact with the Group</b>	<ul style="list-style-type: none"> <li>• Consumers and businesses, customers and users of Le Groupe La Poste's products and services</li> <li>• 15 consumer associations</li> <li>• CECM (French ombudsman control and assessment commission), with its secretarial duties handled by DGCCRF, the consumer protection authority</li> </ul>
	<b>Relationship history</b>	<ul style="list-style-type: none"> <li>• Personalised management of the key accounts of subsidiaries and business units since the 1990s</li> <li>• La Poste has had an ombudsman since 1989 and holds meetings with consumer associations</li> <li>• Consumers have been represented on the Board of Directors since 1991</li> <li>• Le Groupe La Poste's ombudsman is among the first to have been listed in France and indeed Europe by CECM</li> <li>• Digital and phone-based CRM</li> </ul>
	<b>Main expectations</b>	<ul style="list-style-type: none"> <li>• Innovative range of products and services in the public interest</li> <li>• Efficient, rapid and reliable offering tailored to the varied needs of its customers</li> <li>• Goods and data kept totally safe and secure and high ethical standards applied in the use of data</li> <li>• An offering for and accessible to everyone, everywhere, every day</li> <li>• Providing information on products and services and pricing policy</li> <li>• Useful everyday services providing environmental and/or social benefits</li> <li>• Respect for employees (social dialogue, professional development, human rights)</li> </ul>
	<b>Key bodies and processes</b>	<ul style="list-style-type: none"> <li>• Consumers are represented on the Board of Directors by an independent director</li> <li>• Referral to the Group's ombudsman</li> <li>• Meetings and working groups on specific issues, round tables</li> <li>• Surveys and opinion polls</li> <li>• Participatory approach to identifying key customer concerns</li> <li>• Business relationships, customer services</li> </ul>

## Employees and their representatives

	<b>Specific stakeholders in direct contact with the Group</b>	<ul style="list-style-type: none"> <li>• The Group's employees and La Poste employees in particular</li> <li>• Trade unions (CFDT, CFTC, CGT, FO, SUD and UNSA), employee representatives in subsidiaries and their equivalents in foreign entities</li> </ul>
	<b>Relationship history</b>	<ul style="list-style-type: none"> <li>• Representation on the Board of Directors (one third of its members) and on the Quality and Sustainable Development Committee</li> <li>• Regular consultation processes with employees since 1988</li> <li>• Dialogue with trade unions, consultative and negotiation bodies</li> <li>• Workplace mediator since 2012</li> <li>• Personalised support for employees (centralised e-mail response service) since 2011 and whistle-blowing system for ethics and discrimination concerns</li> <li>• Participatory innovation system since 1996</li> </ul>
	<b>Main expectations</b>	<ul style="list-style-type: none"> <li>• Job and employment quality, working conditions (health, safety, well-being)</li> <li>• Participation in the Group's development</li> <li>• Measures to enhance employability, career guidance and support</li> <li>• Equal employment and career development opportunities, recognition of work and skills</li> <li>• Transparency in employee relations</li> <li>• Engagement in corporate social responsibility</li> </ul>
	<b>Key bodies and processes</b>	<ul style="list-style-type: none"> <li>• Employee representative bodies (workshops and monthly management meetings)</li> <li>• Employee satisfaction and CSR surveys</li> <li>• Qualitative and quantitative assessment groups</li> <li>• Special venues facilitating local communication</li> <li>• Workplace mediation procedure and employee support system</li> </ul>

## Suppliers and subcontractors

	<b>Specific stakeholders in direct contact with the Group</b>	<ul style="list-style-type: none"> <li>• Contractual relations with over 40,000 suppliers and subcontractors</li> </ul>
	<b>Relationship history</b>	<ul style="list-style-type: none"> <li>• Based on contractual agreement</li> <li>• Since 2014, with the signatories of the Dynamic Alliance for the social and solidarity economy (SSE), joint planning in agreed areas</li> </ul>
	<b>Main expectations</b>	<ul style="list-style-type: none"> <li>• Early-stage cooperation right across the value chain to determine a solution fitting La Poste's needs</li> <li>• Regular discussions to jointly build the value chain</li> <li>• Contract bidding requirements that give everyone a chance while honouring CSR commitments</li> <li>• Fairly balanced, long-standing relationships</li> <li>• Compliance with contractual commitments and payment periods</li> <li>• Guidance and respect for CSR commitments</li> <li>• La Poste engages with its suppliers to support innovation</li> </ul>
	<b>Key bodies and processes</b>	<ul style="list-style-type: none"> <li>• Responsible purchasing charter and specifications</li> <li>• Codesign and development of equipment with suppliers and employees</li> <li>• Working group with SSE suppliers</li> <li>• Supplier round table and supplier polling introduced from 2017</li> </ul>

### Local elected representatives, authorities

	<b>Specific stakeholders in direct contact with the Group</b>	<ul style="list-style-type: none"> <li>• All French local, national and European elected representatives</li> </ul>
	<b>Relationship history</b>	<ul style="list-style-type: none"> <li>• For more than 15 years, the Group has formally defined and implemented procedures and processes to build an effective dialogue with local elected representatives.</li> </ul>
	<b>Main expectations</b>	<ul style="list-style-type: none"> <li>• Compliance with public service commitments and regulations</li> <li>• Strong local presence, especially in rural and underprivileged areas</li> <li>• Involvement in local projects championing sustainable development (Climate Plan, Agenda 21, SRCAE, city policy and rural development)</li> <li>• Supporting measures to employ vulnerable populations</li> </ul>
	<b>Key bodies</b>	<ul style="list-style-type: none"> <li>• One member of the Board of Directors, appointed by decree, represents French regional authorities</li> <li>• CDPPT (departmental committee on local postal coverage)</li> <li>• La Poste is a partner to the AMF, ARF, AMGVF, AMRF, ANEM and OFII, inter-ministerial delegations, French national regional park federation (FNPR), etc.</li> </ul>
	<b>Key processes</b>	<ul style="list-style-type: none"> <li>• The chairman of the AMF (French mayors association) is an independent member of the Board of Directors</li> <li>• CDPPT</li> <li>• Partnership agreements</li> <li>• Annual meeting of parties to the public service agreement (high-level monitoring committee)</li> <li>• Surveys and regular meetings with elected representatives and government agencies, particularly with the Group's Chairman</li> </ul>

### Other companies and groups

	<b>Specific stakeholders in direct contact with the Group</b>	<ul style="list-style-type: none"> <li>• Partnerships with or membership of numerous employer groups, such as EpE, AFMD, CDDEEP, Avere, Afep-Medef, CGPME, NQT, IMS, C3D, CEA, EDH, OBSAR, Entreprise et Personnel, etc.</li> </ul>
	<b>Relationship history</b>	<ul style="list-style-type: none"> <li>• Cooperation for several years</li> </ul>
	<b>Main expectations</b>	<ul style="list-style-type: none"> <li>• Sharing practices and common policy decisions or commitments</li> <li>• Joint development of shared tools and methods</li> <li>• Joint resolution of implementation issues</li> <li>• Compliance with competition rules</li> <li>• Involvement with corporate governance</li> </ul>
	<b>Key bodies and processes</b>	<ul style="list-style-type: none"> <li>• Working groups</li> <li>• Representation on the governance bodies of partner employer organisations</li> <li>• Bilateral and multilateral dialogue</li> <li>• White paper</li> </ul>

#### Non-profit partners (NGOs and other non-profit organisations)

	<b>Specific stakeholders in direct contact with the Group</b>	<ul style="list-style-type: none"> <li>• FNE, WWF, FNH, Human Rights Watch, France Terre d'Asile, Transparency International, E2C, La Banque Postale non-profit partners and many other local partners</li> </ul>
	<b>Relationship history</b>	<ul style="list-style-type: none"> <li>• Regular contact for several years</li> </ul>
	<b>Main expectations</b>	<ul style="list-style-type: none"> <li>• Openness to dialogue and cooperation, and long-term approach to engagement</li> <li>• Fair balance between public service mission and profitability targets</li> <li>• Maintain trust and social ties amid increasing digitisation</li> <li>• Transparency and reliability of practices and communication</li> <li>• Guaranteed compliance with regulations and business ethics</li> <li>• Universal access to services</li> </ul>
	<b>Key bodies and processes</b>	<ul style="list-style-type: none"> <li>• Partnerships based on philanthropy or sponsorship agreements, participation in governance or in annual or semi-annual bilateral progress reviews</li> <li>• Working groups, preparation of formal opinions, signature of charters and manifestos</li> </ul>

#### Multi-stakeholder organisations

	<b>Specific stakeholders in direct contact with the Group</b>	<ul style="list-style-type: none"> <li>• Comité 21, IEC (French circular economy institute), ORSE, E2C, Orée, etc.</li> </ul>
	<b>Relationship history</b>	<ul style="list-style-type: none"> <li>• Institutional relationship, sponsorship agreements or direct membership</li> </ul>
	<b>Main expectations</b>	<ul style="list-style-type: none"> <li>• Engagement with the Group and information and feedback on commitments</li> <li>• Participation in projects of public interest and firm commitments to sustainable development themes</li> </ul>
	<b>Key bodies and processes</b>	<ul style="list-style-type: none"> <li>• Board of Directors and its Quality and Sustainable Development Committee</li> <li>• Working groups and bilateral progress meetings</li> <li>• Partnership agreements, charters and manifestos</li> </ul>

## Participation in industry bodies and lobbying

G4-16

### Anticipating regulatory and social change

#### Worldwide

Le Groupe La Poste represents its interests via the Universal Postal Union (UPU) and PostEurop, its local division (see page 25). La Poste also belongs to the International Post Corporation, an industry body providing a collective voice for the world's leading postal organisations. It provides leadership through service quality, interoperability, and climate commitments and research.

#### In Europe

Since 1993, La Poste has maintained a representative office in Brussels responsible for monitoring issues that concern the European Union, representing the company vis-à-vis various European institutions and defending its interests.

La Poste is registered on the European Union's Transparency Register.

In 2016, the representative office focused its efforts on the proposal for a regulation on cross-border parcel delivery services. It also monitored the report on application of the Third Postal Services Directive. It also considered the digitisation of the economy and trade and various issues related to international trade, such as customs, VAT on the import of e-commerce deliveries from third-party countries, free trade deals, as well as transportation and logistics, and, lastly, retail banking.

Le Groupe La Poste is assisted by a lobbying firm.

In 2016, the Group's Chairman and CEO went to Brussels and Strasbourg to meet with European policy-makers:

- he took part in a summit meeting between the heads of European postal services and the Digital Single Market Commissioner on 2 May 2016;
- he met with Pierre Moscovici, the EU Commissioner for Economic and Financial Affairs, Taxation and Customs (16 April 2016) and his chief of staff (2 May 2016).

- he was invited by French MEPs to a dinner-debate to discuss changes in the postal sector and European matters affecting it, at the European Parliament in Strasbourg (5 July 2016). This touched on the implications for La Poste of the United Kingdom's exit from the European Union, the transformation of Le Groupe La Poste and its business lines, the challenges arising from e-commerce, the development of local services, urban logistics and the draft regulation on cross-border parcel delivery services.

#### In France

In France, the Group has set up a parliamentary monitoring unit coordinating the response of all its entities to legislative proposals before the French Parliament so that the impact can be assessed properly. Le Groupe La Poste's Chairman and CEO holds regular discussions with French MPs, who have an open invitation to attend informal breakfast meetings at the Group's head office to debate France's postal strategy for the years to 2020. In addition, La Poste has appointed a special, duly registered representative to defend its interests in France's National Assembly and Senate.

La Poste also partners with national associations that act for elected representatives and local authorities (see page 20).



Le Groupe La Poste attended the 2016 Salon des Maires, the main sector event for French mayors and local authorities.



Le Groupe La Poste's Chairman and Chief Executive Officer appeared before the relevant French National Assembly and Senate commissions on 13 January 2016. In addition, Le Groupe La Poste's senior managers appeared before various French parliamentary committees to provide input on a number of issues. These included the commission on connected devices (National Assembly, May 2016), a panel led by Senator Marie-France Beaufils reviewing its budgetary controls on beneficiaries of the CICE tax credit for competitiveness and employment (May 2016), the rapporteur to the Senate on the mountain bill (November 2016) and one of the joint rapporteurs to the Senate on the bill on actual equality in French overseas departments and territories (December 2016).

#### At local level

The Group's Chairman and CEO has appointed an officer to liaise with local elected representatives in each French department and region. The role of the Group's regional officers is changing, and they are providing more support for its transformation, especially the roll-out of new postal services developed in the public interest and to meet society's changing needs and expectations.

In 2016, with support from Transparency International France, the Group drew the attention of employees elected to perform a representative role to potential conflicts of interest (see page 49).

La Banque Postale maintains ties with local public-sector stakeholders via a local finance steering committee composed of elected representatives, former parliamentarians and experts. This committee is responsible for long-term planning, risk assessment, monitoring new developments and proposing new services.

#### Raising awareness of the representation of interests charter

Le Groupe La Poste adopted its representation of interests charter in February 2015.

It has been circulated to all internal audiences responsible for representing the Group's interests at European level (La Poste's team at its representative office in Brussels) and national level (team managing relationships with the regions), and to all the teams at its regional offices.

All employees managing relationships with elected representatives in the broad sense of the term have been made aware of the professional conduct rules applicable to institutional relationships. The charter is also made available on the Group's intranets (regional officers' intranet and the Group's professional conduct intranet).



#### Under French law, companies are prohibited from participating in political activities.

##### G4-S06

La Poste does not fund any political party in any way whatsoever. It also makes sure that its policy positions take the interests of all stakeholders into account and that the elected representatives of all democratic parties are dealt with respectfully.

## Taking a stand and working together

The Group expresses its positions and takes action through various trade associations and groups. It may put its name to declarations and get involved in the formulation of new laws and regulations at a very early stage to promote sustainable development throughout France.

Associations of which Le Groupe La Poste is a member	Main areas of focus and work by Le Groupe La Poste, its business units and subsidiaries in 2016
Institut de l'Économie Circulaire (IEC, French circular economy institute), founded in 2013 by La Poste and other members	Forward-looking employment research – “50,000 jobs and GDP of 2.5%” Spotlight on innovative businesses (awards)
Zero Waste	Multi-stakeholder promotion of zero-waste
Entreprises pour l'Environnement (EpE), an association with a membership of some 40 French and international companies that have agreed to work together to embed environmental considerations in their strategies and day-to-day operations more effectively	Preparing civil society positions for the COP22 conference Publication about the internal carbon price Publication on businesses and biodiversity and how to manage the impact on the value chain
Association Française des Managers de la Diversité (AFMD), which offers a forum for exchanges and experience-sharing in diversity management involving the participation of senior executives, diversity and human resources managers	Contribution to the interministerial dialogue about efforts to combat employment discrimination initiated by the national rights mediator Ensuring that equal opportunities are enshrined in laws and regulations
Avere-France, a trade association founded in 1978 at the instigation of the European Commission that works to promote the development of electric vehicles in France	Stance in favour of the development of ecofriendly vehicles in France and inclusion of supportive measures in the Energy Transition Act and in several related decrees
CDDEEP (a club for the sustainable development of public-sector companies and organisations), founded in 2006 by ADEME and the Ministry for the Environment, Energy and the Sea	Consultation by the French Ministry of the Environment, Energy and the Sea on sustainable development issues and on various planned statutory and regulatory measures
Club des Voitures Écologiques, an ecological car club run by Com'Publics, a French political lobbying and media relations firm	Decrees implementing the energy transition law in relation to transport
Plan Bâtiment Durable, RBR 2020 and other organisations that deal with regulatory issues affecting the renovation of commercial buildings	Verifying the technical and financial feasibility of regulatory decisions in the wake of the energy transition law
RE100	Promoting the development of sustainable energies worldwide
WWF, to turn consumer engagement into concrete actions	Signature of the CrowdActing partnership

### Public positions adopted by the Group in 2016

During the review of the digital republic bill (Act no. 2016-1321 of 7 October 2016 to establish a digital republic), La Poste supported the government's plan to set up a legislative framework laying down the conditions to implement and roll out digital identities in France and a legal framework for electronic registered letters. In connection with the same bill, La Poste also lent its backing to the introduction of a framework giving digital vaults legal recognition. In connection with the 2017 finance bill, La Poste gave its support to gradual digitisation of manifesto materials during election campaigns. In particular, it stressed that it is important for citizens to receive information at home about candidates so that they are able to cast their vote on a fully informed basis. Lastly, Le Groupe La Poste backed the government's proposal to introduce standardised pricing for sending letters weighing up to 100 g to or from French overseas departments and territories. This fell under the bill on substantive equality for French overseas departments and territories.

At European level, Le Groupe La Poste supports the need for fair competition between the various parcel delivery operators, from a tax and social perspective. This market is experiencing very fierce competition, and any additional regulation would be counterproductive.

### Bringing about change in international practices so that the postal sector leads by example

#### Active member of PostEurop's corporate social responsibility circle

The key objectives of the corporate social responsibility circle are:

- share best practices between the association's members;
- create and/or coordinate a network of experts;
- promote new environmental initiatives among PostEurop's members and also externally (conferences, articles, etc.);
- plan ahead to address the key environmental issues further in advance;
- represent the sector outside the industry itself and promote PostEurop's CSR best practices: France has an active presence in all the workshops (as chair, secretary) and leads the programme to harness the full value of best practices.

In 2014, La Poste was behind an initiative, with eight other postal services, to set up the Postal Carbon Fund. As the world's first industry-specific carbon offset fund, it enables postal services in developed countries to offset their greenhouse gas emissions by financing projects to reduce these emissions in developing countries. Following the UPU congress on 26 October 2016, a decision was made to transfer the Postal Carbon Fund back to the UPU after a study to determine arrangements for this transfer. An analysis of the initial projects identified came to the conclusion that they needed to be scaled up to reach 1,500 alternative vehicles or 125,000, 280 W solar panels.

### Memorandum of understanding with the Moroccan postal services

#### La Poste signed a five-year memorandum of understanding (MoU) with the Moroccan postal services in 2012.

The programme for 2016 included:

- training of internal auditors;
- support and guidance for COP22;
- support and guidance to help prepare its Barid Media subsidiary to obtain CSR accreditation from Morocco's general business confederation;
- theme-specific seminars focused on responsible buildings, digital post, responsible communication, the frontier between ethics and CSR;
- a seminar to develop a product with environmental benefits together with Barid Al Maghrib marketers, as a follow-up to the seminar on responsible marketing;
- experience-sharing concerning the circular economy to consider whether Barid Al Maghrib should pursue this idea.



Le Groupe La Poste provides support to the Tunisian post to help it improve the quality of services provided to customers.

### Supporting Tunisia's postal services

A project supporting the Tunisian post was officially launched on Tuesday 31 May 2016 under the Programme of Support to the Association Agreement and the Transition Process (P3AT) between Tunisia and the European Union to mark the 40-year anniversary of their cooperation. The aim is to improve the quality of the services offered to Tunisian citizens and businesses and to help the postal services play a larger economic and social inclusion role. It is backed by two major partners: Expertise France, an international technical cooperation agency, and Le Groupe La Poste, which provides technical support and sector-specific knowledge to the project. The objectives are to increase the competitiveness of the Tunisian post through the introduction of a new four-pronged strategy focused on postal services, financial services, digital services and logistics services. This technical assistance project is funded by the European Union. For twenty-four months, the technical knowledge of the postal sector and the regional and international experience of Le Groupe La Poste's experts will be made available to and put to work for the project.

### Memorandum of understanding with the Japanese postal services

La Poste and Japan Post signed a three-year MoU covering various areas in 2008, which was subsequently renewed in 2011 and again in 2014. In 2016, the MoU steering meeting was held from 9 to 11 November. Topics on the agenda included benchmarking and strategy with La Banque Postale's support, e-commerce with Asendia and GeoPost, philately with Philaposte and the changing postal network, new services, equality and diversity.

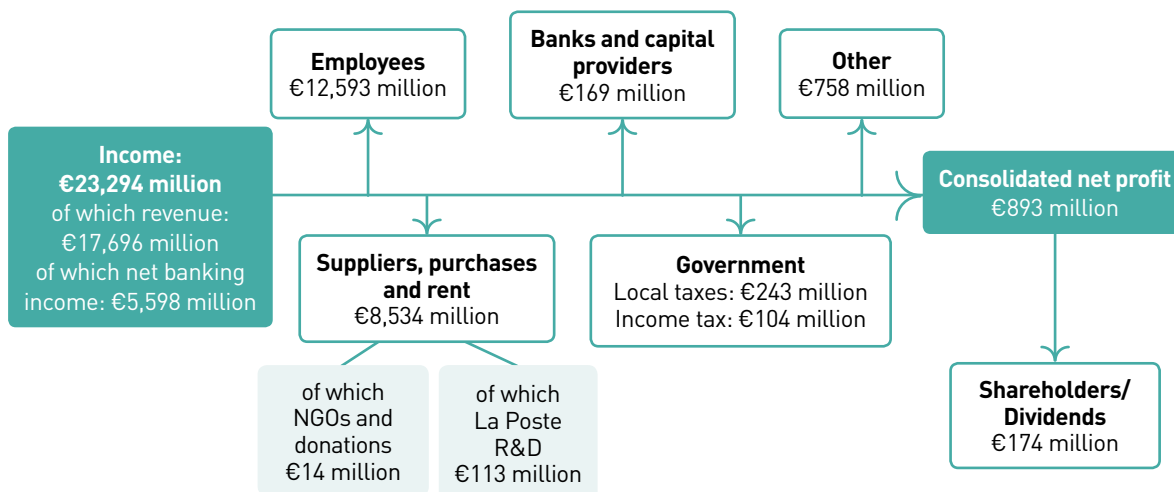
### Memorandum of understanding with Correo Argentino

This MOU signed in September 2016 aims to increase cooperation and share experience, knowledge and best practices. Correo Argentino will also be able to ask Le Groupe La Poste for advice about its postal network (regional planning, partnerships, financial services, public services, etc.). A delegation from Argentina's postal services visited Paris during December 2016.

In addition, the Group maintains a close relationship with several regions of the world via its partnership agreement with the Postal Union of the Americas, Spain and Portugal (PUASP). It is also a founding member of the Caribbean Postal Union (CPU).

## Breakdown of the Group's revenue

G4-EC1



### Investments

Investments, excluding impact of changes in consolidation scope, stood at €1,195 million in 2016.

### Le Groupe La Poste's public subsidies

G4-EC4

In 2012, the revised French Budget Act established the CICE tax credit to promote competitiveness and employment. Le Groupe La Poste, the largest beneficiary of this measure, is eligible to receive this tax credit since:

- It is a société anonyme (a public limited company).
- It has no monopoly, since all its business activities are conducted in a fully competitive environment.
- La Poste is France's second-largest employer after the government with 220,572 employees in France, 81% of whom receive no more than 2.5 times the minimum wage. As a labour-intensive company that pays relatively low salaries, La Poste is understandably entitled to the largest CICE tax credit, which amounted to €338 million in 2016. The purpose of the CICE is to "support business competitiveness by providing funds for investment, research, innovation, training, recruitment, developing new markets, the energy and green transition, and working capital".

La Poste also receives financial compensation for two public service missions. It received €225 million in 2016 for its contribution to banking accessibility and €119 million for press transportation and delivery, which is significantly less than the real costs of fulfilling these missions.

To offset the costs of regional planning, it was granted a €170 million local tax rebate in 2016. This amount was allocated to a three-party national fund. Pursuant to its postal coverage and service agreement with AMF and the French government, La Poste handles the financial and accounting management of this fund. The National Observatory of Postal Coverage is responsible for making allocations to project categories. Projects are defined by the CDPPT (departmental commissions dedicated to regional postal services) chaired by a local representative. For more information see pages 78 and 80 of the 2016 Registration Document.



# 3

## Putting CSR policy at the core of the Group's strategy – “La Poste 2020: conquering the future”

P. 30 — Materiality analysis of CSR issues and priorities

P. 34 — Key priorities for CSR policy implementation

P. 35 — Implementation of CSR policy within each business unit

Le Groupe La Poste defined an ambitious corporate social responsibility (CSR) policy as part of its strategy, “La Poste 2020: conquering the future”. Putting people and trust at the core of its relationships with customers, La Poste seeks to make their lives easier. With this in mind, the Group drew up its strategic roadmap:

- accelerate the growth of its existing activities, including public services, with the aim to modernise its public services and develop new public interest missions;
- develop new activities and innovations through its labour-management agreement “Le pacte social”;
- continue its external growth to achieve high performance in each of its activities.

Le Groupe La Poste’s CSR policy can be expressed as one ambition, two commitments and one firm belief.

## One ambition

Delivering local services, Le Groupe La Poste aims to facilitate everyone’s access to all useful services<sup>(1)</sup> in order to contribute to the sustainable development of its regions.

## Two commitments

1. To be exemplary in its commitment to society

This commitment encompasses the Group’s products and services, its operations, and its relations with stakeholders. The Group includes corporate social responsibility in all its projects.

2. To contribute to the sustainable economic development of its regions and to local employment

The Group is working to create new synergies and forms of solidarity to help develop a more inventive, inclusive and responsible local economy.

## One firm belief

By helping individuals to advance, everyone moves forward.

<sup>(1)</sup> Useful services are those that widen access to essential goods. They promote a healthy environment (healthcare, food, sanitation, sports, quality of air and surroundings), living conditions (water, housing and electricity), social ties (communication, mobility and cultural and leisure activities) and access to individual rights (banking services, justice and information).



## Materiality analysis of CSR issues and priorities

G4-2, G4-18 to 21, G4-45

A materiality analysis<sup>(1)</sup> was carried out in 2014, across the Group and in each business unit, to set priorities for implementing these two commitments by 2020 and to help the Group undertake its transformation. Priority actions were determined with reference to two major international standards: ISO 26000 (to identify the aspects specific to Le Groupe La Poste) and the Global Reporting Initiative (GRI), version 4 (to classify the aspects according to their importance). In preparing the analysis, representatives from each category of Le Groupe La Poste's stakeholders were closely consulted.

In 2016, the changing global environment and various events led the Group to update its materiality matrix, in particular to reflect these elements:

- the September 2015 publication of the UN's 17 Sustainable Development Goals (SDG) and the call on businesses to help achieve this agenda by 2030;
- the November 2016 ratification of the Paris Agreement on climate change;
- the December 2015 renewal of the members of the Le Groupe La Poste Board of Directors;
- shifting stakeholder expectations, reflecting the economic, environmental and social context.

### Le Groupe La Poste's contribution to achieving SDGs

At the Sustainable Development Summit in New York in September 2015, the 193 Member States of the United Nations adopted 17 Sustainable Development Goals to fight inequalities, exclusion and injustice, to tackle climate change and biodiversity loss and to put an end to extreme poverty. Businesses are asked to help in any way they can to achieve these targets.

With regard to its competencies and business activities, Le Groupe La Poste identified 12 SDGs to which it can contribute.

Le Groupe La Poste assessed its ability to contribute to SDGs based on the following:

- direct contribution and business opportunities involving its competencies: 7, 9, 11, 12;
- a need to set an example or a significant contribution through its public interest missions, in respect of which the goals 3, 5, 8, 10, 13 and 15 are relevant, as are 16 and 17 to a lesser extent, through the Group's ethical conduct and dialogue and partnership with stakeholders.

### Identification of material aspects (according to GRI4 standards)

For this update, the Group reorganised the 36 aspects identified in 2014 into 20 items, taking into account its responsibility throughout the entire value chain.



(1) According to GRI4, an aspect is material if it reflects the organisation's major economic, environmental and social impacts or substantively influences the assessments and decisions of stakeholders.



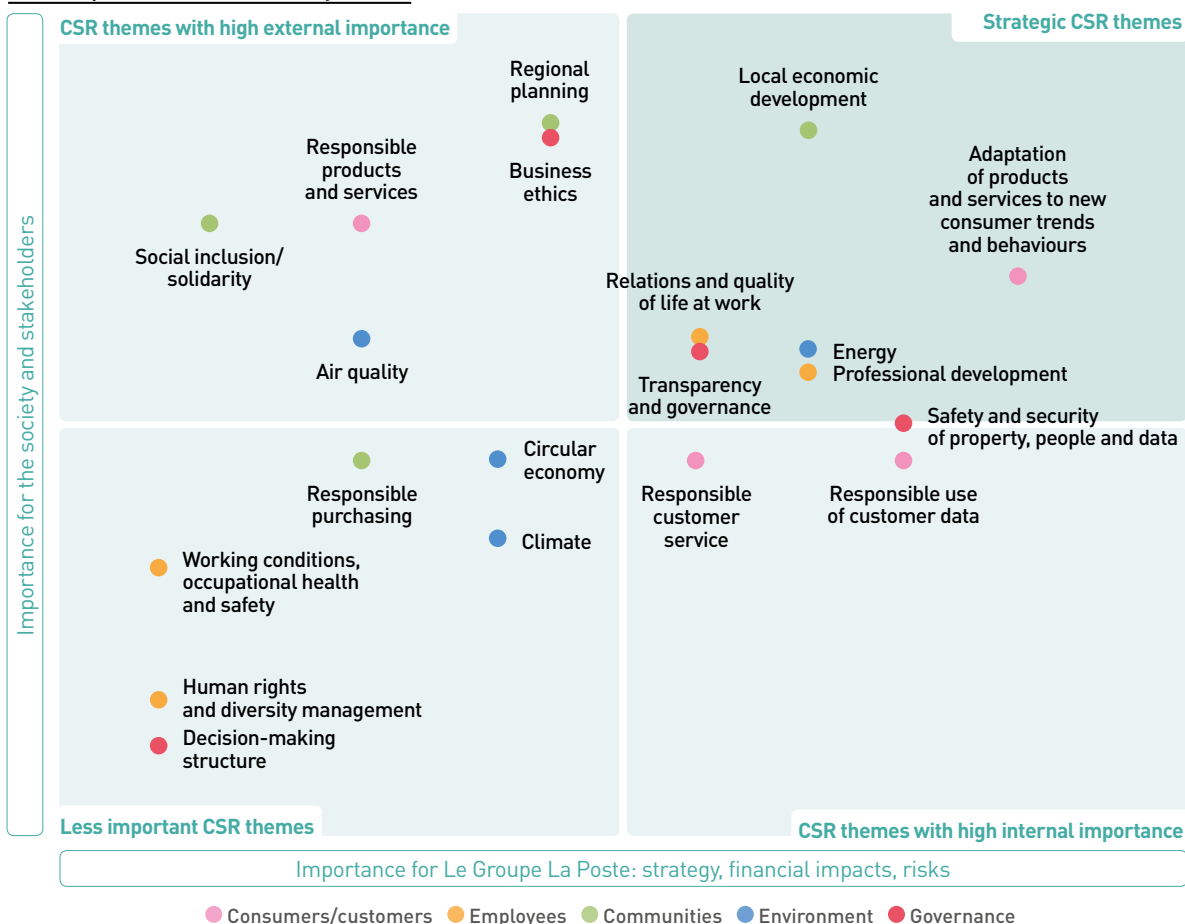
## Le Groupe La Poste's 20 aspects:

Consumers/ Customers	Employees	Communities	Environment	Governance
Responsible products and services	Professional development	Regional planning	Energy	Safety and security of property, people and data
Responsible customer service	Working conditions and occupational health and safety	Social inclusion/solidarity	Climate	Business ethics
Responsible data use	Quality of life at work and workplace relationships	Local economic development	Air quality and living conditions	Decision-making structure
Adaptation of products and services to new consumer trends and behaviours	Human rights and diversity management	Responsible purchasing	Circular economy/resource management	Transparent governance

The positioning of each aspect on the materiality matrix was determined with respect to the following:

- For the "Importance for the society and stakeholders" axis, the aspect's contribution to the SDGs and the expectations of stakeholders (pages 18 to 21).
- For the "Importance for Le Groupe La Poste: strategy, financial impacts, risks" axis, the aspect's strategic importance, its financial impact for the Group and its identified level of risk, such as financial, reputation and legal risk.

## Le Groupe La Poste materiality matrix



## Setting of expected performance levels

Using this analysis, the Group defined the level of extra-financial performance expected for each aspect, so that it can achieve its ambition and meet its commitments.

- **Social innovation and commitment:** for the Group's key aspects, a high level of performance is expected – innovation, differentiation and the setting of ambitious targets.
- **Example-setting:** continuous improvement is expected for these aspects.
- **Compliance:** Le Groupe La Poste complies with laws and regulations concerning these aspects.

Le Groupe La Poste has a vigilance plan in place to ensure that, as a minimum, it complies with legal requirements for every aspects.

According to the materiality matrix, five aspects demand a high performance level:

- adaptation of products and services to new consumer trends and behaviours;
- local economic development;
- energy;
- business ethics;
- relations and quality of life at work, including professional development.

The 2020 objectives set in 2015 will be adjusted to reflect the updated analysis, especially considering that some of these targets have already been met.

## Progress made towards Le Groupe La Poste's CSR objectives for 2020

The Group's CSR objectives set in 2015 reflect its commitment to setting an example for various stakeholders and relate to high-priority material aspects:

- for **customers and consumers:** developing responsible products and services;
- for **employees:** strong commitments from La Poste parent company, which employs 78.6% of the Group's workforce and is the most impacted by the current transformation;
- for **communities:** responsible regional economic development;
- a **carbon policy and a commitment to the climate** from Le Groupe La Poste, which encompasses all the consequences of the type of energy used for transport and buildings.

The table on the following page presents the progress made with the Group's programmes to meet its CSR objectives.

### Le Groupe La Poste's objectives for 2020 and progress at year-end 2016

	Aspect	2020 objectives	Progress at 31 December 2016	
Customers and consumers	Responsible products and services	Expand the share of responsible products and services under CSR guidance	Offsetting of GHG emissions generated from Mail, Parcel, Express and Digital services has been in effect since 2013	✱
		Offer socially responsible investing	In 2016, SRI assets under management accounted for 54% of total assets under management by LBPAM	↗
	Adaptation of products and services to new consumer trends and behaviours	Grow revenue from new service offerings for a low-carbon economy	Recy'go revenue: €8 million for the year Bemobi revenue: €3.9 million for the year Action Habitat revenue: €0.5 million for the year	↗
		Offer new local services	Silver economy revenue: €3.6 million Proxi <sup>(1)</sup> 2016 revenue: €19.2 million	↗
	Responsible data use	Objective-setting in progress	Commitments published in the Data Charter	↗

(1) Proxi: a range of local services performed by mail carriers.

	Aspect	2020 objectives	Progress at 31 December 2016	
Communities	Regional planning	Develop revenue with public authorities, in particular to support public service activities	Modernisation of public service activities revenue: €5 million (written driver's licence exam after six months in operation)	✱
		Achieve the objectives set in the contract with the government for public service missions	96.8% of the population lives less than 5 km or less than 20 minutes by car from a La Poste outlet	✱
	Responsible purchasing	Increase purchases from the social and solidarity economy. Objective: €20 million per year in 2020 (integration + disabled and sheltered sector)	€21.58 million in purchases from the integration and the disabled and sheltered sectors	✱
Environment	Climate	Reduce the GHG emissions of La Poste's activities by 15% relative to 2013 This will be achieved by:	16% fewer emissions since 2013	✱
		• Operating one of the world's largest electric vehicle fleets, including 10,000 light commercial vehicles	• At the end of 2016, Le Groupe La Poste had 6,842 electric light commercial vehicles, accounting for 10.9% of its light commercial vehicle fleet	↗
		• Serving France's 15 largest cities with low GHG-emitting systems	• At the end of 2016, deliveries in seven cities were being made using low-emission systems	↗
		• Procuring 100% of the electricity used by buildings managed by Poste Immo from renewable sources by 2020	• The procurement of all electricity from 100% renewable sources was achieved on 1 May 2016	✱
Employees	Workplace relationships and quality of life	Steadily reduce the number and severity of work-related accidents	After a continuous decline from 2012 to 2014, the accident rate rose overall in 2015 and 2016, despite local improvements. Strong measures to protect employee health are being taken in 2017 as part of the "Feeling Good at Work" plan and have produced some initial positive effects.	✕
	Professional development	Provide training to 80% of La Poste employees every year, and 100% over two years	In 2016, 76% of employees received training, with 93% having attended training over the past two years	↗
		Deliver 100 training hours per employee over five years as from 2015	In 2016, increased investments in training resulted in a substantial rise in the number of training hours per person, from 27.5 hours to 33.6 hours on average.	↗
		Support 10,000 career paths per year	12,584 employees began new qualifying training paths in 2016	↗

✕ Target not achieved

✱ Target surpassed

↗ Progress in line with set target

## Key priorities for CSR policy implementation

### La Poste 2020: five priority common projects

To implement its strategic plan, Le Groupe La Poste's Chairman and CEO delegates authority to specific members of the executive committee, chosen based on their respective expertise, for selected high-priority projects addressing economic, environmental and social concerns. Five shared high-priority projects were therefore delegated as follows:

- **Energy transition:** Philippe Dorge, Executive Vice President in charge of Services-Mail-Parcels Business Unit;
- **Urban logistics:** Paul-Marie Chavanne, Executive Vice President, Chairman of GeoPost;
- **E-commerce:** Paul-Marie Chavanne, Executive Vice President, Chairman of GeoPost;
- **Modernisation of public service activities:** Philippe Bajou, Executive Vice President, Secretary General;
- **Retail customer intelligence:** Nathalie Collin, Executive Vice President in charge of Digital Services and Communications.

A set of cross-functional priorities guides the implementation of CSR policy to ensure that objectives are achieved while covering legal and reputational risks.

### Strengthening customer relations

In the spirit of the Group's service-oriented attitude, customer relations (from designing a product or service all the way to aftersales service and customer retention) was a profoundly discussed subject in mid-2016, to reshape what the term means, how it is managed and to measure value created for stakeholders and society. To meet consumers' new expectations and changes in consumption patterns, the Group is focusing on offering innovative and responsible products and services that aim to increase social interaction and access to essential goods for everyone, everywhere, and every day. It involves maximising societal added value while minimising adverse impacts (see chapter 5).

### Promoting the energy transition

Energy is a major challenge for the Group, because optimising prices per kWh and securing its energy supply guarantee service continuity at acceptable prices for customers. Energy is also an industry in which to develop new profitable businesses, not only in energy management but also production at the Group's regional

locations. La Poste's long-term ambition is to become a positive energy group. Energy transition is one of the priority common projects in the "La Poste 2020: conquering the future" strategic plan.

The main action areas are:

- optimise and secure energy consumption in buildings, transportation and digital;
- adapt to and contribute to a low-carbon economy;
- develop profitable energy services and energy management projects;
- coach global postal operators on energy transition; with the IPC (International Post Corporation), a collective commitment has been made within the UPU (Universal Postal Union) to contribute to keeping global warming below 2 °C (see chapter 6).

### Stimulating the local economy

As a major contributor to economic trade, stimulating the local economy is key for Le Groupe La Poste. In addition, the presence of dynamic economic activities throughout the region contributes to the Group's health. The aim is to develop opportunities for all economic players while creating added value for stakeholders and making the Group's businesses more profitable (see chapter 7).

### Achieving internal social transformation

In order to continue its responsible development in a rapidly changing environment, and in order to make each employee a participant and beneficiary of the Group's transformation, La Poste developed the labour-management agreement "Le pacte social" – the employee-related component of the "La Poste 2020: conquering the future" strategic plan, introduced in 2014 (see chapter 8).

The Group's globalisation requires close attention to be paid to making sure that human rights and business ethics are complied with to the highest degree (see chapter 4).

### Developing opportunities for everyone

Most initiatives pertain to healthcare, education and culture. They seek to make it easier for people to access jobs and their rights. La Poste develops services that are accessible to everyone and supports solidarity-based non-profit organisations as well as employees' volunteer commitments (see chapter 9).

# Implementation of CSR policy within each business unit

## Services-Mail-Parcels' CSR commitments

The Services-Mail-Parcels business unit faces significant challenges related to its transportation activity, its large share of the Group's employees and the profound changes in society. In 2015, this business unit defined its CSR policy leading up to 2020 around the following four commitments:

**Take action to protect resources and the climate and contribute to the energy transition**, in particular by increasing the share of vehicles with low greenhouse gas (GHG) emissions and particle emissions in the fleet, by training employees to adopt ecodriving habits and by contributing to the circular economy.

**Propose sustainable solutions to customers.** At the top of the list are the "Lettre Verte" (green mail), the Recy'go paper and cardboard collection service, ecomobility solutions such as those developed under the Bemobi brand, Action Habitat energy renovation solutions and Sobre energy management. Since 2012, the business unit also ensures the complete carbon neutrality of all its products and services.

**Contribute with stakeholders to regional environmental and societal performance.** The business unit creates partnerships with enterprises in the social and solidarity economy, helping people with special difficulties in finding employment to return to work. It also works with regions and communities to offset carbon by participating in projects in developing economies and in France, where it supports the forestry and agricultural sectors and initiatives to fight or adapt to climate change, through the "CLIMAT + Territoires" ("CLIMATE + Regions" programme).

**Develop healthy employees to make the transformation a success**, by applying policies to keep disabled persons employed, along with innovative policies for employee health management and preventing that they become unfit for the job, and by integrating diversity at all levels and in all the business unit's projects. In 2016, a network was created to bring prevention expertise to facilities. 2017 will be dedicated to integrating occupational health and safety considerations into management practices.



"Incorporating CSR drives value creation and supports the three objectives of our strategy for a service-oriented world: growth, excellence and engagement. In 2016, we leveraged our expertise to continue deploy our solutions for businesses and local authorities addressing key energy transition issues: recycling, ecomobility, building energy renovation and the energy efficiency of service-sector real estate. By deploying these solutions, which are sustainable growth drivers for the Group, La Poste is helping to move the goalposts towards a low-carbon economy and towards a more caring, more solidarity-based and more sustainable society.

Internally, we continued to deploy our vast training programme in 2016. For example, at the end of 2016, more than 33,000 employees in this business unit took the "Everyone's involved and an ambassador for our CSR approach" e-learning course, which is included in various qualifying training paths. Employees and the general public alike also participated, either as judges or as voters, in choosing our new carbon offsetting program."



**Philippe Dorge,**  
Executive Vice President  
of Le Groupe La Poste,  
in charge of  
Services-Mail-Parcels  
Business Unit



## GeoPost's CSR commitments, the DrivingChange™ programme

GeoPost has chosen to take a pragmatic, efficient approach. Its DrivingChange™ programme covers those areas closest to its core business. GeoPost's ambitions focus on four themes:

**Commitment to carbon neutrality:** making all deliveries to all customers carbon neutral without additional cost. Carbon neutrality is achieved using three levers, which are measuring greenhouse gas (GHG) emissions, reducing them and offsetting the remaining transportation-related emissions. GeoPost set the objective to reduce its GHG emissions from road transport of parcels by 10% between 2013 and 2020. To achieve this target, concrete steps are being implemented:

- optimising rounds;
- deploying innovative delivery solutions such as Predict and Pickup;
- intensifying the use of alternative-fuel vehicles.

Emissions offsetting is accomplished by financing clean renewable energy projects through the purchase of carbon credits with the help of EcoAct.

**Sustainable urban deliveries:** improving urban living by proposing more environmentally-friendly delivery solutions. Concrete actions being implemented to reduce urban congestion and local pollution include measuring the environmental impact of GeoPost's logistical platform activities and its centre-city vehicles; innovation in delivery services to raise the success rate for delivery on the first round; and giving customers a chance to choose and change the place and date of parcel delivery.

**Innovative entrepreneurship:** helping local companies grow by sharing GeoPost's expertise and entrepreneurial spirit. Entrepreneurship and innovation are part of GeoPost's culture since its expansion results in large part from acquisitions of local companies specialised in parcel delivery. GeoPost is taking an intrapreneurial approach by supporting its local partners and training its employees. Each year, GeoPost distinguishes local initiatives that meet its sustainability objectives with its "Prix de la Qualité" awards for quality. GeoPost also supports Ashoka which accompanies entrepreneurs with novel responses to societal challenges.

**Business and civil society:** Support and accompany civil society through local activities. GeoPost's ambition is to make a positive contribution to civil society through its local activities. Employees take part in a large number of activities linked to their job. They transport those in need and help young people, disadvantaged children and the elderly. Other volunteering areas are healthcare, education, fighting poverty and protecting the environment.



"We strive to be a responsible partner to the people, businesses, and communities we closely work with. Through our Corporate Social Responsibility programme we focus on areas where we feel we can make the most positive impact every single day, among which offering carbon neutral deliveries for all our customers at no additional cost."



**Paul-Marie Chavanne,**  
Executive Vice President  
of Le Groupe La Poste,  
Chairman of GeoPost



## La Banque Postale's CSR commitments

Since its creation, La Banque Postale, a public service bank at the heart of the real economy, has chosen a unique business model that offers a solid foundation for its continuing growth. Every day and towards every individual, it fosters responsibility, transparency and accessibility to the largest possible public. In so doing, it makes sustainability the bedrock of its identity as a civic-minded bank. Corporate social responsibility (CSR) is at the heart of its commitments as well as its activities. La Banque Postale's CSR policy is built around four commitments: economic, social, societal, and environmental.

**Economic commitment.** La Banque Postale offers products and services that are simple, useful and sustainable. A bank built on trust, it works to prevent all risks associated with its activities. This economic commitment is four-fold: banking accessibility; public service mission (as provided for by the 2008 Economic Modernisation Act, through the Livret A passbook savings account); responsible customer relations; responsible products and services and control of extra-financial risks.

**Social commitment.** La Banque Postale (LBP), attentive to both its customers and its employees, is committed to being a responsible employer by accompanying and training its employees, integrating new talents, offering complete and competitive compensation, maintaining discussions with labour representatives and well-being at work, and cultivating diversity and equal opportunity.

**Societal commitment.** Proud of its commitments to sustainability and solidarity, La Banque Postale shares these values with all of its stakeholders. It applies its responsible purchasing policy across its entire value chain. It encourages its employees in their sustainability and civic engagements through volunteering their competencies and through its philanthropy programme. As a civic-minded bank, it supports the real economy locally in the regions through its financial offerings.

**Environmental commitment.** La Banque Postale takes simple, concrete and measured actions to combat climate change. It has committed to control the environmental impact of its activities, in particular by reducing GHG emissions from its buildings and its employees' travel as well as reducing its paper consumption. Its internal carbon fund enabled the financing of projects to reduce the GHG emissions from its activities. In addition, by measuring the carbon footprint of its portfolios, La Banque Postale can incorporate the carbon impact of companies in its investment decisions.



"For the past decade, La Banque Postale has pursued dynamic growth driven by a sustainable and responsible strategy recognised by ESG rating agencies. As a bank dedicated to public service, it proudly fulfils its commitments to meet societal and environmental challenges now and in the future. It is a bank for everyone, serving 10.7 million customers, including two million who are financially vulnerable, where everyone receives the service and rates that fit their needs."



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





## La Poste Network's CSR commitments

Every day, 1.6 million customers open the door to one of the 17,134 outlets of La Poste Network, where its public service-oriented attitude fully integrates CSR challenges. The CSR ambition of La Poste Network is to reinforce its unique proximity. It is structured around three axes which are shown through numerous concrete actions:

**Promote an accessible service offering that is adapted to its diverse customer base.** The heart of the Network's mission is to make each customer experience successful – before, during and after rendering the service. To do this, La Poste Network proposes accessible services which offer the same quality reception and advice everywhere and to everyone throughout a dense regional coverage. As part of its mission of banking accessibility, a certain number of post offices are in disadvantaged and precarious areas. This commitment to bringing banking within people's reach applies to geographical distance as well as physical ability. The Network strives to make its outlets accessible to everyone, including people with any type of disability. La Poste Network also promotes more responsible products and services as well as ecodesigned, carbon neutral offers, including banking services that incorporate socially responsible investment (SRI) criteria in their design. Lastly, it is contributing to innovation in order to respond to the development of new markets and consumption patterns.

**Seeking equality and quality professional life for all employees.** The Network is promoting diversity among its teams, civic engagement, and it is developing managerial practices based on respecting employees and listening to them. Many steps have already been taken to develop career paths and skills, such as the through the launch of the École de la Banque et du Réseau school, to promote gender equality and diversity and to encourage solidarity, in particular by working with partner organisations supporting vulnerable customers.

**Participating in the attractiveness of regions while optimising its environmental impact.** The Network is a regional economic development and social actor. It enhances this role by optimising energy efficiency of the post offices, improving their comfort, giving preference to environmentally-friendly furnishings and equipment, and managing and simplifying the collection, reuse and recycling of equipment. It strengthens its regional impact by increasing procurement from local suppliers or firms employing disabled people.

It also creates synergies with non-profit organisations at the heart of disadvantaged neighbourhoods in order to welcome all its customers.



La Poste Network offers a range of innovative and accessible services to a diverse customer base. Through its dense regional coverage, it offers quality reception and tailored advice to everyone, everywhere. In particular, it assists its most vulnerable customers in an effort to promote inclusion. This year, La Poste Network is also demonstrating its CSR commitment through its responsible purchasing process and its work to promote the employment of disabled persons, recognised by its Enseigne Responsable ("Responsible Company") certification.



**Anne-Laure Bourn,**  
Executive Vice President  
in charge of La Poste  
Network





## Digital Services' CSR commitments

Very up-to-date when it comes to CSR developments, the Digital Services business unit defined its own CSR challenges, linked to its core business, data security, accessibility of digital services, energy efficiency, development of sustainability offerings and combating natural resource scarcity. Digital Services' sustainability charter consists of the following seven commitments:

**Develop effective and more responsible products and services**, in particular by improving their CSR performance and optimising their carbon footprint, ensuring that they are accessible to everyone, everywhere, ensuring the carbon neutrality of its activities and promoting the CSR differentiation of its products and services. Since 2012, in partnership with the Services-Mail-Parcels business unit, it offsets greenhouse gas (GHG) emissions from digital offerings.

**Preserve resources and combat climate change** by reducing GHG emissions, developing Green IT and responsible purchasing, and working to make waste into a resource. The Digital Services and Services-Mail-Parcels business units are expanding the ecodesign of digital services (manufacturing of equipment, use of the services, end of life, etc.), creating opportunities to select equipment with less impact, reshape the customer journey, optimise storage space, generate savings on the number and size of servers and reduce related GHG emissions. This innovative concept helps to diminish environmental impact throughout the life cycle of equipment and services.

**Support an ethical business** by ensuring the security and protection of data that has been confided to it, and by combating the digital divide by promoting accessibility. This engagement is also based on an ethical approach and an active code of ethics shared by all in the business unit. As part of this commitment, the Digital Services business unit developed a Data Charter for Le Groupe La Poste.

**Promote sustainable digital and complementary services to stakeholders.** The business unit is also a member of the "Culture Papier" association and participates in the tasks of the ComMedia Observatory, the National Union of Direct Communication (SNCD) and the Green IT Club (ecodesign of digital services). To strengthen the digital literacy of employees, Docapost developed Doca TV, a channel focusing on CSR and responsible digital practices.

**Develop job quality and employability**, by promoting diversity and equal opportunity and by developing the quality of life at work.

## Share and gain appreciation for its CSR activities

**internally and externally.** To do this, Digital Services wrote the CSR action plan into the business unit's communication plan. In this way, it is committed to raising awareness and gaining appreciation for its CSR policy with its employees as well as with its external stakeholders.

**Monitor key performance indicators** in order to be able to adjust the action plans to maintain a dynamic of progress.



"In 2016, the Digital Services business unit expanded its role in Le Groupe La Poste. With all of the Group's services and professions relying on digital technologies to grow, it was essential that its CSR strategy respond to the many issues raised by implementing responsible digital practices. The Data Charter contributes to this goal. It affirms and promotes the defining values of our professions: trust, proximity and ethical behaviour. The charter was drawn up to ensure greater transparency, confidentiality and security for our customers. Our products and services are the best possible answers to these three requirements. For example, Digiposte+ is a global, secure service that makes people's lives easier. Since setting the right example is an integral part of our strategy, all of our products and services are provided in compliance with the principle of carbon neutrality."



**Nathalie Collin**,  
Executive Vice President  
in charge of Digital  
Services and  
Communications



## Poste Immo's CSR commitments

Since 50% of its real estate portfolio is more than 50-years old and its energy bill approaches €100 million annually, Poste Immo has a strong environmental, social and economic responsibility, but also an opportunity to create value by treating the ecological vector as a source of growth and competitiveness. Poste Immo's CSR policy is integrated fully in its business strategy called "Horizons 2020". It is structured as follows:

### Sustainable real estate

#### For the first of the pillars, the "Energy and Carbon" plan,

Poste Immo has committed to drive the energy transition by developing sustainable buildings to accompany the emergence of a society that uses less energy and emits less carbon. Poste Immo set a target to reduce by 15% the energy consumption of its real estate portfolio and by 25% the greenhouse gas emissions by 2020<sup>(1)</sup>.

**As for the second pillar, "Natural resources"**, Poste Immo is promoting a global approach to sustainable use of natural resources to accompany society's evolution towards a new model which renews ways to produce and to consume. Poste Immo set as a target for waste: 80% recovery from safe construction sites in 2020<sup>(2)</sup>.

### A socially responsible company

**For the third pillar, "Employees"**, Poste Immo is committed to developing employees to enhance sustainability performance by promoting exemplary practices in employment, management of competencies and talents, code of ethics, parity and diversity. To measure its commitment, Poste Immo monitors two key indicators: employee satisfaction and the rate of internal mobility. It is planning to test new forms of organising work and urban transport to contribute to improving work conditions and promoting participative collaboration and social innovation.

#### For the fourth pillar, "Innovation and Openness",

Poste Immo is committed to innovate and develop an ecosystem that promotes dynamic changes for stakeholders, in particular, to take into account the necessary evolutions in the real estate profession in the digital era. To measure its commitment, Poste Immo monitors two key indicators: the rate of experiments that took hold and the number of active partnerships. In this context, it is also planning to make its responsible purchasing approach permanent, to support actively an innovative culture and openness to innovative economic models and to become an anchor in sustainable areas of cities



"In 2016, Poste Immo employees adhered to the CSR policy that was finalised in December 2015 and began applying it in their daily work. Consistent with the 'Horizons 2020' plan, it aligns with the Group's strategy and supports its sustainable performance as well as its profitable growth.

At a time of energy transition and digital revolution, Poste Immo reaffirmed its ambition to be the real estate operator contributing to the business units' competitiveness and to the Group's development. The sustainable real estate component of Poste Immo's CSR policy is a key tool in ensuring profitable and sustainable real estate activities while keeping an overall view of the challenges facing the Group. It covers energy (consumption reduced by 8% since 2011, the achievement of 100% of sites supplied in electricity from renewable sources in 2016 and new wins in the annual Cube 2020 contest), but also buildings' carbon weight, biodiversity and construction site waste management."



**Philippe Bajou,**  
Chairman of Poste  
Immo and Director  
of Le Groupe La Poste's  
Real Estate



(1) In kW of final energy, reference year 2011.

(2) The 2008 European directive established for European member states an objective for waste recovery of 70% of the weight of inert waste and non-inert, dangerous waste from construction by 2020. France introduced this objective into its law on energy transition to stimulate growth from green initiatives.



Poste Immo supervised the construction of this Le Groupe La Poste office building site.



# 4

## An integrated approach to CSR supported by robust governance

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P. 47 — Values, principles and business ethics

P. 54 — Le Groupe La Poste's organisation for coordinating the CSR policy

Maintaining the trust of its customers, employees, partners and other stakeholders is essential for all the activities conducted by Le Groupe La Poste. With this goal in mind, Le Groupe La Poste strives to be completely open about its governance, to implement an organisation structure providing effective decision-making processes and to champion behaviour that is both ethically sound and compliant with best professional conduct.

Le Groupe La Poste aims to address environmental, social, societal and governance concerns at every level of its organisation and has put in place a set of interconnected bodies to achieve this. At the top level, the Quality and Sustainable Development Committee makes recommendations to the Board of Directors.

Le Groupe La Poste's CSR department makes sure the CSR policy is implemented and coordinates efforts with the business units. These run their own networks of associates responsible for translating its decisions into concrete actions as close as possible to the field.

## Corporate governance

This section provides an overview of Le Groupe La Poste's corporate governance framework. It gives particular attention to processes directly involving its governance bodies in matters related to its economic, social and environmental impacts. More detailed information on Le Groupe La Poste's governance is provided in chapters 14 (Administrative, management and supervisory bodies and executive management), 15 (Compensation and benefits) and 16 (Operation of administrative bodies) and Appendix 1 of the 2016 Registration Document.

### Composition, roles and responsibilities of governance bodies

#### G4-34 to G4-41

Since 2011, La Poste has adhered to the AFEP-MEDEF Corporate Governance Code, to which it refers in accordance with Article L. 225-37 of the French Commercial Code, subject to the specific statutory and regulatory requirements applicable to it. These specific requirements stem from La Poste's status as a public corporation. Of particular relevance is the fact that the Company falls under the purview of Act no. 83-675 of 26 July 1983 relating to the democratisation of the public sector and the provisions of Act no. 90-568 of 2 July 1990 pertaining to the organisation of La Poste's and France Telecom's public services.

The table on pages 226 to 229 of Le Groupe La Poste's 2016 Registration Document lists the various recommendations of the AFEP-MEDEF Code that are not applied and the corresponding explanations.

#### Board of Directors

Le Groupe La Poste's operations are overseen at the highest level by La Poste SA's Board of Directors. It is chaired by Philippe Wahl, Le Groupe La Poste's Chairman and Chief Executive Officer.

In accordance with the provisions of Act no. 90-568 of 2 July 1990 as amended on the organisation of La Poste's and France Telecom's public services, and Title II of the order of 20 August 2014, La Poste's Board of Directors has 21 members:

- 1 representative of the French government, appointed by decree
- 7 staff-elected directors
- 2 directors appointed by decree, the first representing municipalities and groups thereof, and the second service users
- 11 directors appointed by the General Meeting upon a proposal by the French government and/or Caisse des Dépôts, of which
- Chairman and Chief Executive Officer, Philippe Wahl, who is appointed as a director by the General Meeting upon a proposal by the French government and Caisse des Dépôts
- 7 directors appointed by the General Meeting upon a proposal by the French government
- 3 directors appointed by the General Meeting upon a proposal by Caisse des Dépôts.

Since the members of the Board of Directors are either appointed by the General Meeting upon a proposal by the French government or Caisse des Dépôts, appointed by decree or elected by staff, Le Groupe La Poste does not have an Appointments Committee.

The French government's representative and the head of the audit team from the French Finance Ministry's general economic and financial control department (CGEFI) assigned to La Poste also attend Board meetings, but do not have a vote.

#### Independence of the directors

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 government. Conversely, both directors appointed by decree are external and independent. They represent consumers and customers – two key stakeholder groups for Le Groupe La Poste.

As far as La Poste is aware, and at the date this document was filed, there were no potential conflicts of interest at La Poste between the duties of the corporate officer and of Executive Committee members, and their private interests or other duties.

As far as La Poste is aware, there are no arrangements or agreements between shareholders, customers, suppliers or any other parties pursuant to which a member of the Board of Directors has been appointed to this office (see page 211 of the 2016 Registration Document).

### Duration of directors' term of office

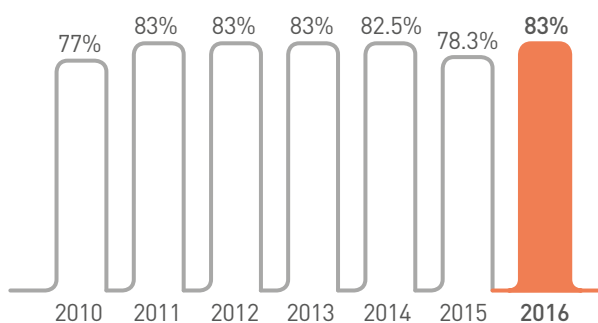
The duration of members of La Poste's Board of Directors' terms of office is provided for in law and by decree, the provisions of which, set forth in Article 13 of the Articles of Association, do not comply with the AFEP-MEDEF Code. The term of office for directors of La Poste is set at five years. For the current terms of office that were renewed on 21 December 2015, the length of directors' terms of office was set on an exceptional basis at five years and one month pursuant to Article 27 of the Articles of Association. The duration of future terms of office will be five years.

The appointments of currently serving directors will come to an end on 20 January 2021.

Pursuant to French law, the members of the Board of Directors are reappointed at the same time and for the same term of office.

Elections of staff-elected directors were most recently held from 16 to 20 November 2015. Immediately after their election, the staff-elected directors attended a three-day induction course held by the IFA (French director training institute). They also received training delivered in January 2016 by Le Groupe La Poste's finance department. This gave them a clearer understanding of La Poste's specific characteristics and Le Groupe La Poste's strategy, and deepened their knowledge of postal models from around the world.

### Directors' attendance at board meetings



In 2016, directors' rate of attendance at board meetings stood at 83%, which was higher than in 2015. Variation in this rate is partly attributable to the mechanism by which directors are appointed (proposal by the French government or Caisse des Dépôts or appointment by decree). There may be a lengthy gap between the vacation of office by one director and the appointment of a replacement.

### Board effectiveness and evaluation process

The Director's charter, approved in December 2004 and included with each new version of the internal rules of procedure adopted by the Board of Directors since that date, summarises the rules of conduct by which all Board members must abide. The internal rules of procedure can be downloaded from Le Groupe La Poste's website. In 2006, La Poste's Board of Directors began devoting an agenda item for one of its meetings every year to evaluate its own effectiveness. Special attention is given to identifying any improvements to the Board's internal rules of procedure. This annual self-assessment procedure has been one of the Remuneration and Governance Committee's responsibilities since it was formed in 2010. The evaluation of the board's effectiveness in 2016 will be conducted in 2017, with the assistance of an external firm, as is customary once every three years. The external consultants will hold individual interviews with each of the directors.

Each year, this annual self-assessment procedure includes a review of the governance of economic, environmental and social issues.

### Board committees

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).

The Quality and Sustainable Development Committee assists the Board of Directors with assessing the quality of service provided to customers. It also analyses La Poste's and all the Le Groupe La Poste companies' economic, environmental, social and governance performance.



### Executive Committee

The Executive Committee, which is chaired by the Chairman and Chief Executive Officer, is Le Groupe La Poste's primary governance body. It discusses and formulates development strategies for the business units and Le Groupe La Poste as a whole. The Executive Committee is in charge of executing the decisions it makes by facilitating and ensuring effective cooperation between business units. It also monitors attainment of objectives and operating performance. Members are appointed to the Executive Committee by the Chairman and Chief Executive Officer. The Executive Committee meets every Monday. For more extensive details about the composition of the Executive Committee, including the experience and qualifications of each of its members, please refer to page 205 onwards of the 2016 Registration Document.

### Gender balance within governance bodies

Le Groupe La Poste promotes gender balance within its governing bodies.

Nine members of La Poste's Board of Directors are women, equivalent to a representation rate of 43%. This proportion not only exceeds the initial minimum representation rate of 20% for female directors on company boards introduced by the Copé-Zimmermann Act, which had to be met by the close of the 2014 annual general meetings, but also the subsequent 40% requirement, not mandatory until 2017.

Le Groupe La Poste's Executive Committee currently has 10 members, three of whom are women, equivalent to a representation rate of 30%.

**43%**

of directors are women.

**30%**

of the Executive Committee members are women.

### Legal framework concerning the separation of the roles of Chairman of the Board of Directors and of Chief Executive Officer and the mechanisms safeguarding directors' independence

The organisational arrangements for La Poste's Board of Directors were laid down in the Decree of 26 February 2010 containing La Poste's initial Articles of Association. In particular, the Decree specifies that the offices of Chairman and of Chief Executive Officer should be combined. It also states that the Chairman and Chief Executive Officer should be chosen from among the directors and appointed by decree upon a proposal submitted by the Board of Directors after seeking the consultative opinion of both the French Parliament and Senate.

The same rules do not apply to subsidiaries such as La Banque Postale and Poste Immo, which have opted to separate the roles of Chairman and of Chief Executive Officer and to adopt a two-tier governance structure with a Supervisory Board and Management Board. Several mechanisms have been introduced to safeguard the independence of the Board of Directors from the Chairman and Chief Executive Officer as follows:

- Prior authorisation from the Board is required for decisions by the Chairman and Chief Executive Officer above certain thresholds (€30 million for acquisitions, €200 million for investments outside the scope of Le Groupe La Poste's budget, €700 million for loans).
- Le Groupe La Poste'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 Chairman and Chief Executive Officer established several advisory panels, including independent experts in domestic and international logistics and digital services, to offer guidance and assistance on a range of issues that fall outside the remit of the Board's Strategy and Investment Committee and inform its decision-making.



## Compensation of the executive corporate officer and of Executive Committee members

G4-51 to G4-54

La Poste currently has just one executive corporate officer – its Chairman and Chief Executive Officer, Philippe Wahl, who has held office since 26 September 2013. His compensation 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, as subsequently amended by Decree no. 2012-915 of 26 July 2012.

The second Decree caps the compensation of executive corporate officers of enterprises in full public ownership at €450,000. This decree covers La Poste's Chairman and La Banque Postale's Management Board. For further information, please refer to chapter 15 (Compensation and benefits) of the 2016 Registration Document.

Unlike that of the Chairman and Chief Executive Officer, the compensation paid to all other members of Le Groupe La Poste's Executive Committee, with the exception of La Banque Postale's Chief Operating Officer, has a variable component, with 50% indexed to attainment of Le Groupe La Poste's objectives and 25% to cooperation between committee members. Their fixed compensation was not increased in 2015. In 2016, the ratio of the Chairman and Chief Executive Officer's gross annual compensation to the average gross annual salary of La Poste employees was 14.8.

## Values, principles and business ethics

Le Groupe La Poste's responsible development strategy embraces the diversity of its customers and markets, promotes high-quality employment and strives to protect the environment. Six core values – **openness, respect, fairness, accessibility, proximity and a sense of service** – have long been embedded in Le Groupe La Poste's culture and guide all of its actions (see box). These values, the bedrock upon which Le Groupe La Poste has always operated, give meaning and purpose to the day-to-day activities of all its employees and put them at the heart of the communities it serves across France and beyond.

### Le Groupe La Poste's values

**Openness:** engaging anew with society and constantly staying in touch with its environment and listening to its stakeholders to take on board changes and consistently provide them with suitable solutions.

**Respect:** giving customers and employees the attention and consideration they expect.

**Fairness:** being able to adapt and committing to give every individual situation and every request it receives equal consideration and to deal with it effectively.

**Accessibility:** being available when and where customers need Le Groupe La Poste. This means adapting distribution methods to the latest consumer trends via a multi-channel approach spanning post offices, La Poste Relais outlets, automated postal machines, phone and Internet services, etc. Being accessible also means being transparent and easily understood, i.e. offering straightforward products and services at an affordable price. Lastly, it means providing easy access to La Poste's services for people with disabilities and the vulnerable.

**Proximity:** listening, paying attention to, engaging with, respecting and being approachable for all customers.

**Sense of service:** this is a customer service mindset.

It also provides an organisational framework, putting customers at the heart of procedures, products and services, and sales outlets. Lastly, it serves as a model for relationships based on attentiveness and professionalism. This goes beyond just customer relationships and encompasses relationships between colleagues, between hierarchical levels, between business lines and functions and with all stakeholders (elected representatives, suppliers, etc.).

## Internal and external standards and guidelines

G4-15, G4-56

### An approach underpinned by international frameworks

Le Groupe La Poste's approach to ethics and corporate social responsibility is also informed by national and international reference frameworks, including the UN Global Compact (adhered to by La Poste since 2003), the United Nations' new sustainable development goals, the Paris Agreement on climate change, the Universal Declaration of Human Rights, the OECD's Guidelines for Multinational Enterprises and the Fundamental Conventions of the International Labour Organisation (ILO). In France, La Poste is a signatory of the charter for diversity, the parenthood charter, the apprenticeship charter and the UDA's advertisers' charter.

Le Groupe La Poste, its business units and its subsidiaries have prepared a number of documents, such as reference guides, charters, policies and procedures, to lay down the principles and standards of behaviour by which employees must abide in their day-to-day activities. In most cases, these extend right across its entire value chain:

#### Le Groupe La Poste-wide:

- CSR reference guide, adaptation of ISO 26000
- Reference guide to ethics and professional conduct
- Responsible purchasing charter
- Le Groupe La Poste's treasury and financing department's code of conduct
- Representation of interests charter (see page 23)
- Guide to ethics for employees elected to perform a representative role (see page 49)
- Gifts and hospitality policy (see page 105)
- Supplier charter (see page 58)
- Responsible communication code (see page 67)
- Data Charter (see page 67)
- Oath taken by all Le Groupe La Poste's employees
- La Banque Postale's Responsible Financing Charter. In 2016, oath-taking was extended to include the Digital Services business unit (see page 67).

#### At La Poste and Le Groupe La Poste's business units:

- La Poste's service commitment charters
- La Poste's responsible marketing reference guide
- La Poste's fair competition reference guide
- La Banque Postale's code of conduct
- Poste Immo's guide to ethics.



"The aim of the awareness-raising, information and training initiatives in ethics and professional conduct for all employees is to make sure that they make the connection – more consistently and more effectively – between their standards of conduct in the workplace and in their internal and external relationships, and Le Groupe La Poste's business performance. According to our ethical climate survey, 84% of employees have already made this connection and have thus bought into the following virtuous circle: 'If I behave to high ethical standards, that strengthens the trust of our stakeholders – the additional confidence that creates value – which ultimately translates into stronger business and financial performance'."



**Patrick Widloecher,**  
Le Groupe La Poste's  
ethics officer, said



## Ethical framework for Le Groupe La Poste's employees

G4-56, G4-58

### Ethics and professional conduct framework

In 2011, Le Groupe La Poste approved the introduction of an ethics and professional conduct framework, which currently encompasses:

- a **reference guide to ethics and professional conduct**, appended to La Poste's internal rules of procedure, setting out all the individual and collective rules of conduct to be followed, and available on the La Poste intranet site (in French and in English), via the Ethics and Professional Conduct smartphone app and on Le Groupe La Poste's corporate website for external stakeholders;
- a **network of ethics officers**, consisting of Le Groupe La Poste's ethics officer, supported by six ethics officers at the business units and subsidiaries;
- an **ethics committee** chaired by Le Groupe La Poste's Corporate Secretary whose members are ethics officers from across Le Groupe La Poste and corporate function heads;
- an **anti-corruption code of conduct** drafted in 2016 and a network of nine anti-corruption officers (see page 51);
- a **whistle-blowing system** handling points raised by employees, allowing them to report breaches of ethics or cases of corruption or to request mediation in certain instances.

This ethics and professional conduct framework was strengthened in 2016 with the addition of a guide to ethics for employees elected to perform a representative role. This guide is for employees who have been voted into office, and it draws their attention to and trains them on how to deal with potential conflicts of interest. It will be introduced during 2017. During 2016, Transparency International France led two briefing sessions on this issue.

### Annual report on the ethics and professional conduct framework

An annual report on the ethics and professional conduct framework is presented to the Quality and Sustainable Development Committee every year. Thanks to the insight this provides, the Board of Directors is able to take the requisite measures to deliver improvements in Le Groupe La Poste's ethics and professional conduct. The report is also sent to the Executive Committee and to members of Le Groupe La Poste's Management

Committee. Its main aspects and its findings are made available to all employees on the ethics and professional conduct intranet.

In 2016, Le Groupe La Poste commissioned for the first time a critical review of its annual report on the ethics and professional conduct framework by an external specialist – Dominique Lamoureux, Vice President, Ethics and Corporate Responsibility for Thales and Vice President of the Cercle Éthique des Affaires (Business Ethics Circle). The critical review is published at the end of the report. In it, is underlined "executive management's decision to focus on prevention and corruption" and "the quality and intelligence of La Poste's initiatives", including La Poste's Ethics Day and La Poste's Ethics Climate Survey, "which put La Poste among the most innovative businesses in terms of corporate responsibility".

### Ethics climate survey

BVA carried out an ethics climate survey<sup>(1)</sup> for the fifth time at La Poste in 2016. Its results clearly show that regard for ethics and professional conduct is firmly entrenched in the organisation. 87% of employees stated that they can relate to Le Groupe La Poste's ethics and professional conduct initiatives. Though slightly lower, this score remains on a par with the 88% recorded for employees of large groups. What's more, employees reaffirmed the importance of having an ethics officer, with 90% of them stating they were in favour (and 46% strongly in favour) of this role – a higher level of support than at other large groups. This demonstrated employees' backing for Le Groupe La Poste's approach. In addition, they have clearly grasped the value of ethics for Le Groupe La Poste. More employees at La Poste make the connection between their ethics and professional conduct and business performance than at other major French groups: 92% of them believe that this helps to improve business performance (compared with 82% of employees of major French groups). 91% of Le Groupe La Poste's employees also believe that this casts La Poste in a positive light. 56% of La Poste's employees state they are well informed about ethics and professional conduct initiatives. This point represents an obvious area for improvement, and for the ethics climate to become even more deeply entrenched.

<sup>(1)</sup> The questionnaire was developed in conjunction with the BVA polling organisation and members of the Cercle Éthique des Affaires for internal use plus at a selection of large groups for comparison purposes.

## Further expansion of the ethics-led culture

### A Le Groupe La Poste-wide ethics and professional conduct awareness programme

In 2016, Le Groupe La Poste's ethics officer visited and spoke to various teams to raise awareness about the ethics framework and to discuss professional concerns that may arise in the field (lobbying, anti-corruption measures, conflicts of interest, etc.). The year's slate of activities included visits to Le Groupe La Poste's regional officers, a talk to Services-Mail-Parcels sales teams about professional conduct and public procurement, all the Véhivposte subsidiary's employees and, as with every year, newly hired executives and executives promoted to a senior role.

### Launch of an ethics and professional conduct smartphone app

The ethics and professional conduct app launched on 2 November 2015 – an internal communications first for La Poste – enables every employee to refer to the core ethical pillars and reference guides wherever they are and whenever they need to use their smartphone. In 2016, new topics – fair competition, the gifts and hospitality policy, and ethics and management – were added to the app's content. Available on the app platform for La Poste smartphones, it was downloaded 2,000 times during its first year.

### Ethics Day at Le Groupe La Poste's headquarters

La Poste held its second annual Ethics Day on 24 November 2016. The event featured round table sessions addressing issues such as the protection of whistle-blowers, data protection and social media, corporate values, the prevention of corruption, fair competition, the ethics climate as a means of unlocking performance gains, and, lastly, ethics and extra-financial ratings. Philippe Bajou, Chairman of Le Groupe La Poste's Ethics Committee and Corporate Secretary, answered questions from ten employees.

To maximise the audience, the intranet and the smartphone app carried live audio and video streams of the round table sessions, which were later edited into podcast format for download. Around 1,850 listeners and viewers tuned in live or remotely to the round tables.

## Regular meetings with employees

The other communication tools developed by the professional conduct unit provide ongoing support for employees:

- A dedicated intranet site, updated at least once a week, houses all the tools developed by Le Groupe La Poste.
- News Éthique, a monthly newsletter, covers ethics and professional conduct issues in France, internationally and also within La Poste.
- Two quarterly newsletters complement each other – Pratique Éthique puts a theme in context by providing expert analysis and pointers for managers, while Le Petit Illustré tackles the same issues in greater depth, examining them through the prism of concrete business case studies.

- Petit Précis d'Éthique Illustré is a small booklet that covers the main ethical issues affecting La Poste.

These communication and educational tools help to deliver fresh insights into all the topics covered by the professional conduct reference guide and to share these with employees.

## Compliance with competition rules

A competition compliance programme has been put in place, as part of which:

- A competition reference guide and competition charter were devised by the Legal Department and Compliance Department to inform the various individuals within Le Groupe La Poste who have to deal with competition risks.
- Communication and educational materials were produced, a practical guide to competition was published by the ethics officer, a guide to conduct in professional organisations was made available to the relevant individuals, and communication about the ethics officer's whistle-blowing system was stepped up.
- A list was drawn up of individuals whose duties bring them into contact with professional organisations, and appropriate training will be held in 2018.
- Le Groupe La Poste underlined the requirement for its headquarters and business units (except for La Banque Postale) to introduce a more rigorous competition compliance programme.

- A competition compliance programme is now required as part of the internal control framework at every level of the organisation.
- Competition compliance officers are appointed on a Le Groupe La Poste-wide basis and at every business unit. Their role is to support and oversee implementation of the competition compliance programme in their business unit. Their responsibilities include organising and coordinating training sessions, updating the documentation for the compliance programme, coordinating answers to employees' questions on competition law, and contributing to the annual self-assessment questionnaire in preparation for work on Le Groupe La Poste's competition compliance report.

## Prevention of corruption

### G4-S04, G4-S05

Following on from the adoption in 2015 of its gifts and hospitality policy and a charter on the representation of interests that governs lobbying activities, Le Groupe La Poste rolled out its **corruption prevention plan** in 2016. This plan was created to protect the organisation and its employees by warding off potential threats from La Poste's businesses. The greater emphasis Le Groupe La Poste is placing on integrity in the conduct of all its activities is helping to make it even more of a trusted partner vis-à-vis all its stakeholders. The compliance prevention plan is overseen by the ethics and professional conduct unit, working closely together with Le Groupe La Poste's legal and compliance department, with internal stakeholders and relevant bodies providing constructive input. Its organisation arose as a result of the following process: Le Groupe La Poste's Chairman and Chief Executive Officer sent a **letter of undertaking** to the business-unit and subsidiary managers. By way of a response, the business-unit and subsidiary managers gave a formal undertaking and appointed their **anti-corruption officers**. The **anti-corruption network** has nine officers – one with Le Groupe La Poste-wide responsibilities, one responsible for each of the five business units and one responsible for each major subsidiary (Poste Immo, Véhiposte and La Poste Mobile).

In February 2016, an **anti-corruption roadmap** was approved by the Executive Committee.

In May, close to 80 employees from Le Groupe La Poste's various units attended a day's **training session on how to map corruption risks**. Attendees were introduced to the methodology and terminology and then started working together on mapping Le Groupe La Poste's risks. Using a shared matrix, the entities produced a **corruption risk map**, and then **identified priority actions and target populations**.

#### Le Groupe La Poste's anti-corruption code of conduct

was devised with input from the network of anti-corruption officers. It establishes three major anti-corruption principles for Le Groupe La Poste:

- Zero tolerance
- Buy-in from everyone
- All eyes peeled.

This code was incorporated in an **anti-corruption kit**, which also includes the ethics and professional conduct reference guide, the gifts and hospitality policy and the charter on the representation of interests. In the first quarter of 2017, these materials were circulated to all the high-priority populations – around 6,000 employees working in the purchasing, information systems, management committee, audit and internal control, legal, sales, marketing and interest representation functions. They will also be available on the intranet and the smartphone app.

**Le Groupe La Poste's anti-corruption committee** met for the first time in October 2016. It set up six working groups to consider issues arising from purchasing, due diligence, partnerships and corporate philanthropy, employees elected to perform a representative role (see above), gifts and hospitality, communications, training and human resources.

Measures to prevent corruption were considered by the Board of Directors at its meeting on 15 June 2016. Lastly, it decided that Le Groupe La Poste's employees may now use the ethics and professional conduct whistle-blowing system to report corruption-related issues.

### Roles of the anti-corruption officers

**Raise awareness** of Le Groupe La Poste's anti-corruption code of conduct.

**Coordinate** the arrangement of training.

**Liaise** between the ethics and professional conduct unit and Le Groupe La Poste's or the business-unit's legal and compliance department.

**Handle** incident reports at the business unit or subsidiary and pass on details to Le Groupe La Poste's anti-corruption officer and its head of legal and compliance where the incident reported by the whistleblower appears to have serious implications.

**Coordinate** the answers given to employees' questions about the corruption prevention programme.

**Complete** Le Groupe La Poste's risk management department's corruption prevention self-assessment questionnaire and then prepare an annual report on the prevention programme.

**Contact** the business unit's or subsidiary's risk management and audit department so that it can implement the requisite controls and audits for a regular assessment of the risks and take appropriate preventative measures.

**Report** on their work to the business unit's or subsidiary's management committee.

**Refer** directly to Le Groupe La Poste's anti-corruption officer if they encounter difficulties in their duties.

### Protection of human rights

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

Compliance with and the promotion of human rights is an area in which Le Groupe La Poste is seeking to improve its capabilities. As part of this effort, it is involved in sharing best practices and devising corporate tools with other organisations.

La Poste continued to lead the human rights working group, for which it was given responsibility in 2014 by Collège des Directeurs du Développement Durable (C3D), an organisation bringing together close to 100 sustainable development managers from private- and public-sector companies and numerous experts in the field. The working group continued its presentation of measures taken to protect human rights by the United Nations, the Global Compact, the European Union, European and the French governments, and the sharing of best practices presented by businesses, non-profit organisations and experts. Human Rights Watch gave

a presentation of its global approach to defending human rights and what it expects of businesses.

The regulatory watch was maintained throughout 2016. Special attention was given to transposition of the European directive on non-financial reporting and the proposed French legislation on parent and contracting companies. This obliges French companies exceeding specific thresholds to draw up a vigilance plan to ensure that they observe human rights and environmental regulations right across their supply chain. The working group passed on the results of its discussions on this issue to the relevant bodies.

The working group also established a sub-group charged with drafting the C3D's guide to help businesses that have not already addressed these issues to engage with them appropriately. A repository of the best tools and practices will be made available to them. These documents are due for completion in 2017.

Lastly, Le Groupe La Poste teamed up in 2016 with the Global Compact France's human rights working group to share best practices in this area with the 2,000 member businesses.

The next step will be for Le Groupe La Poste to formulate its supply chain vigilance plan.

### Responsible and transparent business practices

La Banque Postale's appropriate and responsible advisory approach is laid down in its code of conduct, which reiterates the importance of responsible sales practices, and in guidance requiring sales staff to communicate clearly and transparently using plain language.

The approach adopted by La Banque Postale is based on a full review of its customers' finances as a prerequisite for providing them with advice geared to their existing and future needs. Extra-financial rating agencies have endorsed this approach underpinned by the so-called 7 Winners method. The method involves taking a long-term approach to customer relationships based on extensive and regularly updated customer knowledge, and an emphasis on listening carefully to customers and picking up on any needs detected. A review was undertaken in 2017 to adapt the approach to all types of customer conversations, all contact channels (face-to-face and remote) and all customer categories/profiles and to incorporate the latest sales tools. Efforts to deliver high-quality advice and build a sustainable relationship are also predicated on the sales management system, which provides support to advisers and links bonus payments to attainment of individual and group objectives.



In 2016, La Banque Postale introduced changes to its system of bonuses for advisers. Under the new approach, awards are based equally on the team's collective performance and on the quality of each individual's contribution to the team's results. The collective objectives are designed to reward achievements flowing from synergies and advisers' collective efforts. The quality-driven individual targets are focused on shared strategic priorities, such as improvements to customer relationship management, sales development, and, lastly, risk control and compliance.

Measures are also in place to protect customers from the risk of over-indebtedness (see page 70).

## Precautionary principle

### G4-14

Within Le Groupe La Poste, La Banque Postale is the only entity for which the precautionary principle plays a role. As stipulated in its Defence sector policy, La Banque Postale is careful to ensure that none of the portfolios managed by its asset management and investment professionals include businesses involved in the trade of controversial and unconventional arms, irrespective of the relevant financial instruments. With this aim in mind, La Banque Postale signed up in 2012 to a database service provided by an independent expert to enhance its methodology and distribute a prohibited list across all members of its asset management and investment teams, the financial transactions department, the risk management department and the corporate department. In parallel, additional measures were introduced concerning a number of securities subject to high extra-financial risks, such as breaching international agreements and the UN Global Compact principles, and thus regularly causing controversy.

In addition, trading in commodity funds is not permitted.

In January 2016, La Banque Postale's Executive Committee approved the launch of a responsible lending charter that governs lending to corporate entities.

The charter stipulates that requests for loans should be denied to applicants from a certain number of sectors considered to carry excessively high extra-financial risks (gaming, pornography, tobacco, nightclubs and coal mining). They should also be denied to organisations and businesses that have seriously or persistently broken the law, codes of conduct or industry-wide agreements (breaches of environmental legislation, of international codes of conduct or agreements and of fundamental labour conventions).

In addition, La Banque Postale strives to curb any financial, legal and reputational risks arising from investments in low-regulation, non-transparent jurisdictions that are not cooperative in cases of tax fraud, money-laundering and terrorism financing.

It has drawn up a list of high-risk countries where it will not go ahead with or participate in any new investments. As a key player in the French economy, La Banque Postale strives to combat tax evasion by complying scrupulously with the rules and preventative measures in force. As a French retail bank, it operates solely in its domestic market and does not have any activities in countries on the Tax Justice Network's list. At most, La Banque Postale conducts very modest activities in Europe where La Poste was already active when La Banque Postale was initially established. Income from these foreign operations is taxed fully at the standard tax rate in force.

La Banque Postale's tax department in Paris is responsible for managing and directly controlling the tax affairs of all Le Groupe La Poste's establishments and companies. Its tax affairs are managed in a spirit of strict compliance with the regulations and full transparency vis-à-vis the authorities.

Lastly, La Banque Postale monitors its customers' tax compliance as part of its duties 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 warnings are handled by a dedicated system. A team of over 100 employees in the financial transaction security department provides this scrutiny. In 2015, following the terrorist attacks in Paris, the department developed new warning systems based on "weak signals" activated below the thresholds applied for money laundering purposes. This more behaviour-oriented approach has yielded accurate results to date.

## Le Groupe La Poste's organisation for coordinating the CSR policy

Le Groupe La Poste's approach to corporate social responsibility (CSR) is predicated on the priorities set by its Executive Committee in October 2012. These address the requirements of both the ISO 26000 standard and the Global Reporting Initiative (GRI 4) Guidelines, for continuous improvement purposes.

### CSR governance bodies, managers and representatives

To embed CSR in all its decision-making processes at every level, Le Groupe La Poste has chosen to adopt an interconnected and multipurpose set of governance bodies. Following deployment of its new strategy and the subsequent changes made to the organisation of its business units, as well as the readjustment of the 21 regional offices to France's 13 new administrative regions, Le Groupe La Poste launched a plan in early 2016 to adapt its support functions to enhance its development opportunities. This project provides an opportunity for the CSR function to hone its expertise and give societal responsibility even greater prominence within the support functions.

As part of this process, extensive consideration was given to the new sustainable development issues arising, and a working group was set up to study the most effective organisation and operating model for

Le Groupe La Poste's staff of 40 or so CSR professionals. They were brought together for a two-day seminar in September 2016. The proposals put forward are gradually being implemented.

A CSR committee chaired by Le Groupe La Poste's Corporate Secretary, who is also a member of the Executive Committee, was set up in 2017, bringing together the business units, Poste Immo and the main functional departments. It will be charged with proposing Le Groupe La Poste's CSR strategy to the Executive Committee, reviewing the commitments made by each business unit and department and making sure they are consistent, examining its performance assessment and taking requisite improvement measures. It will also ensure that Le Groupe La Poste possesses appropriate skills (field, network of associates, managers, experts, employees) to manage its obligations, and approve the key CSR messages and communication plans.

The bodies involved, the business unit CSR committees and Le Groupe La Poste-wide CSR committee, devoted most of their attention to the desired changes.

### Incorporation of CSR risk in Le Groupe La Poste's risk map

In 2014, Le Groupe La Poste added a CSR risk to its Le Groupe La Poste-wide risk map – the risk of a failure to adapt to environmental and societal challenges.

This precaution takes into account:

- rapid changes in stakeholders' expectations and the societal and environmental backdrop, in France and internationally, requiring Le Groupe La Poste to make adjustments to its traditional activities and capitalise on opportunities created by green and social business;
- the growing importance of establishing a good corporate reputation for customers, NGOs and investors, as indicated by various survey results;
- a more restrictive legal framework and more frequent recourse to the courts and legal expertise internationally, nationally and locally;
- increased reputational risks through the rapid dissemination of information via social media.

Across the Group, the implementation and updating of the CSR risk management plan is overseen by the CSR department. The risk management department assesses its robustness and makes sure it is entirely consistent with the Group's strategy.

The annual internal control self-assessment matrix includes questions relating to CSR. Internal audits specific to CSR or incorporating CSR aspects are carried out every year at Group and business unit level.

### Quality and Sustainable Development Committee

At the highest level, the Board's Quality and Sustainable Development Committee reviews Le Groupe La Poste's strategic direction and monitors accomplishments.

It lays the groundwork for the Board's discussions and submits any relevant recommendations on any issues affecting the quality of the relationships that La Poste and all its subsidiaries maintain with their customers, as well as issues related to sustainable development.

The Committee's remit is to:

- conduct Le Groupe La Poste's customer satisfaction survey;
- analyse the quality of service provided to Le Groupe La Poste's customers;
- review best practices in the delivery of services to Le Groupe La Poste's customers;
- review best practices in terms of Le Groupe La Poste's sustainable development and corporate social responsibility.

The Board of Directors may extend the Committee's remit into aspects of quality and sustainable development, plus, since 2013, well-being in the workplace within La Poste and best practices in the field. In turn, the committee may also suggest that the Board should refer to it any specific matters in these areas it deems necessary or relevant.

Le Groupe La Poste's Corporate Secretary acts as



the Executive Committee's CSR officer. He/she provides an update each year to the Executive Committee on the progress made by CSR initiatives across Le Groupe La Poste.

The influx of new members following the overhaul of the Board of Directors has provided an opportunity to review the work performed by the committee. In 2016, the Quality and Sustainable Development Committee decided to focus its attention on customer relationship management and customer satisfaction (see page 74). This work will continue in 2017.

### Professional conduct unit

The role of the professional conduct unit is outlined on pages 49 and 50 in the "Ethical framework for Le Groupe La Poste's employees" section.

### Le Groupe La Poste's CSR department

#### Remit of the CSR department

Le Groupe La Poste created a Corporate Social Responsibility (CSR) department in 2011. It took over from the sustainable development department, originally set up in 2003. Its remit is to incorporate Le Groupe La Poste's economic, social, societal and environmental objectives in its strategy, policies and action plans and also to have these objectives guide the behaviour of Le Groupe La Poste's employees.

The CSR department's tasks are as follows:

- **Formulating Le Groupe La Poste's corporate social responsibility policy** and overseeing its execution, in conjunction with the head office departments and business unit departments: the CSR department reports to the Executive Committee and to the Quality and Sustainable Development Committee.
- **Monitoring developments related to sustainable development and CSR**, as well as conducting lobbying activities to highlight Le Groupe La Poste's expertise and positions on certain issues: the CSR department helps to raise awareness within Le Groupe La Poste of its statutory and regulatory requirements and what steps its senior managers need to take to meet them.
- **Managing relations** with the relevant institutions without exceeding its authority, including partnerships established by Le Groupe La Poste that involve CSR.

- **Promoting a CSR-led culture** and enhancing Le Groupe La Poste's CSR credentials.
- **Providing advice and expertise** to the business unit departments and corporate departments on responsible products and services, the CSR aspects of customer calls for tenders, the environment and access for vulnerable customers to Le Groupe La Poste's products and services.

A societal commitment department was set up on 1 January 2017 to bring together the CSR department, the quality department and the social and solidarity economy taskforce. The aim of this new unit is to strengthen Le Groupe La Poste's commitment to society at large.



In 2016, the CSR department played a larger role in designing new services promoting social inclusion and the transition to eco-friendly technologies. It joined the French institute for inclusive mobility. A convention for the entire CSR area was held in Marseille. Participants were able to share their thoughts on how to improve their overall effectiveness as a group and how to share their work and the community's skills. The latest CSR survey shows that employees are enthusiastic about CSR (74% of employees want to become involved in Le Groupe La Poste's CSR initiatives, and 50% are already involved), and we are considering new ways of meeting these expectations.



**Christine Bargain,**  
Head of CSR,  
Le Groupe La Poste



### **Regulatory watch and cooperation with Le Groupe La Poste's legal and compliance department**

Every two years, Le Groupe La Poste's legal and compliance department drafts a legal reference guide with the CSR department. Now built around the priorities identified in the materiality matrix, the framework catalogues the applicable regulations, subject by subject. This reference guide is then given to the CSR associates of all the business units and subsidiaries, internal audit, the legal department and Le Groupe La Poste's senior managers.

### **CSR offices at the business units and subsidiaries**

Each of Le Groupe La Poste's business units and a number of its subsidiaries have set up their own CSR departments. These define their approaches to economic, environmental and social issues, track the progress made under operational action plans and ensure that sustainable development becomes part and parcel of their processes and management. At the local level, CSR representatives are appointed by each department and by subsidiaries, where warranted by their size and their organisation structure. These representatives are supported by Le Groupe La Poste's regional offices, which liaise between business units' local presence and subsidiaries, and local stakeholders. They are coordinated by their business unit on a regular basis.

Le Groupe La Poste's CSR department provides information on strategic priorities and communication plans, nationwide events, and initiatives taken by the business units and regional offices. It provides its expertise and effective communication tools, and coordinates interaction between the various internal and external contributors to CSR.

### **Deployment of management systems**

Le Groupe La Poste has made its corporate social responsibility policy a key pillar of its "La Poste 2020: conquering the future" strategic plan and has chosen to strengthen this approach by rolling out management systems, including adoption of ISO 14001 and AFAQ 26000.

**ISO 14001:** 3 sites, the stamp and securities print works (ITVF), ColiPoste's headquarters, its 5 regional units and its 15 parcel platforms, 8 Docapost sites and 3 Sefas sites are ISO 14001-certified. The environmental management system (EMS) in place helps to keep a tight grip on energy and water consumption, to reduce waste and to prevent pollution risks. In September 2016, Le Groupe La Poste's Services-Mail-Parcels business unit renewed the ISO 14001: 2004 certification of its parcels platforms.

**EFQM/ISO26000 (AFNOR/EFQM):** Since the beginning of the approach, 35 units (headquarters, Services-Mail-Parcels department, Nationwide Operational department and subsidiaries) have been assessed – the equivalent of around 100,000 employees affected by the responsible management system. In 2016, follow-up and/or renewal assessments were carried out at five of the business unit's entities in conjunction with AFNOR.

### **Coordination and sustainable development training for employees**

#### **G4-35 to G4-37**

Le Groupe La Poste has introduced briefings for the majority of its employees to inform them about its CSR strategy. Each business unit also organises awareness campaigns focusing on its own challenges and achievements.

In 2016, the training provided to managers was overhauled at Le Groupe La Poste's management institute. A digital space facilitating employee engagement with CSR issues is planned, with a launch date scheduled for the second half of 2017.

Various events provided an opportunity to inform and involve Le Groupe La Poste's employees in a wide variety of issues, such as the move into the Village La Poste in Paris and Issy-les-Moulineaux in France (information about the waste sorting arrangements, corporate travel plan, availability of electric vehicles, etc.) and the launch of ar-pooling and car-sharing postal solutions.

And, as every year, initiatives were carried out to mark the five national weeks devoted to the following themes – sustainable development, mobility, socially responsible investing, employment of disabled people and waste reduction.

Each business unit's CSR officers are overseen by its CSR or sustainable development department. The first CSR steering committee for the Digital Services business unit was held in 2016. It brought together the principal contributors to the CSR programme – the corporate secretariat, the human resources department, the communications department and the CSR department. Joint actions are agreed through a monthly update with Docapost's CSR associate. In 2016, the Network formally agreed roadmaps for the CSR associates at the regional offices and for the network of associates in the territorial support and guidance departments.

Training initiatives at the business units in 2016 included:

- **Services-Mail-Parcels:** continued deployment of the “**Performance-boosting carbon management**” training for site managers, ongoing roll-out of the “**Everyone's involved and an ambassador for our CSR approach**” e-learning training module to bring the total number of people trained to 33,000 by year-end 2016, launch of another **Green Days** training cycle for sales staff intended to make CSR a crucial factor in its customer relationship management, creation of **AML seminars**, brainstorming seminars aimed at disrupting carbon and buildings management, distribution, waste management, etc.
- **La Banque Postale:** update of its two CSR training modules – “**Fundamentals of sustainable development and CSR**” and “**How to play a part in and implement La Banque Postale's CSR policy**”. These two modules have been added to La Banque Postale's and the Network's training catalogue. They are open to the 70,000 employees of La Banque Postale, Financial Services and the La Poste Network interested in CSR and its operational implementation.
- **Digital Services:** active participation in training employees for the digital transformation under the Yellow Innovation programme, which provides support for all the business units' digital innovation projects. The Lab Postal provided a striking example of this in 2016. For more information, go to: <http://legroupe.laposte.fr/actualite/lab-postal-2016-au-coeur-de-la-machine-a-innover-de-la-poste>.

- **La Poste Network:** CSR associates are offered a day's training in CSR issues, the policy, the action plan and their role in the approach. A CSR module is included in the induction training given to former counter staff, now known as customer service agents. It aims to inform them about responsible products and services, solutions and techniques enabling them to be the best-possible ambassadors vis-à-vis their customers. In 2017, this module will be extended to operational managers and area managers. It will also be incorporated in the training for operational managers in CSR-related areas, such as waste management in post offices.

The CSR offices produce a number of tools to support employees and managers. Examples during 2016 include:

- **Services-Mail-Parcels:** a CSR communication kit was created for managers, helping them to communicate with all employees.
- **Poste Immo:** its interactive sustainable development guide was overhauled and circulated to Le Groupe La Poste's CSR officers and to all Poste Immo employees. It presents the subsidiary's CSR policy and the up-to-date technical information sheets with the priorities and objectives laid down in the updated Horizons 2020 roadmap.
- **Digital Services:** Tredunion, Le Groupe La Poste's corporate social network that can be used to send out CSR information, was developed and tested in conjunction with the human resources department.
- **GeoPost:** a tool promoting the business unit's commitment to be carbon-neutral and a training course for the entire sales force, a priority target, were developed.
- **La Poste Network:** a waste management action kit, backed up by operational guidance and a nationwide campaign supported by the Prod'action in-house magazine, was introduced.

## Responsible communications showcasing Le Groupe La Poste's commitment

Since 2009, Le Groupe La Poste's communication unit has embraced a responsible communications approach so that its commitment to sustainable development is reflected in its communications.

In 2015, with its signature of the UDA's advertisers' charter for responsible communications, Le Groupe La Poste adopted a responsible communication code guiding all its communication initiatives. It states in simple terms the spirit of its commitment – to be more respectful, more community-oriented, more transparent and more accessible.

Le Groupe La Poste carried out two trail-blazing projects in this area in 2016 – it drafted the Data Charter (see page 67) and raised employees' awareness of the accessibility of communication media.

### Greater accessibility for Le Groupe La Poste's communication media

**In addition to complying with the requirements introduced by the 2005 Act on equality for disabled people, Le Groupe La Poste's policy is to be as accessible for all sections of society – including the elderly, the vulnerable and the socially disadvantaged. To help it achieve this goal, Le Groupe La Poste has drawn up a guide to make sure that its communications staff factor accessibility into their communication media (paper, digital, audiovisual media and events).**

## Internal control and decision-making processes

Le Groupe La Poste has developed tools and indicators for monitoring its CSR footprint. The scope of these indicators is gradually expanding to cover all Le Groupe La Poste's activities. These indicators draw on both national frameworks (such as Article 225 of the Grenelle II Act, as enacted into the French Commercial Code, and ADEME's Bilan Carbone® (carbon footprint) tool) and international standards (principally the GRI's G4 Guidelines) widely used for sustainability reporting. In pursuit of these commitments, Le Groupe La Poste has set sustainable development objectives to be reached by 2020 (see page 32 and 33 of chapter 3). The 2016 results will be presented to the Quality and Sustainable Development Committee. Le Groupe La Poste's extra-financial ratings are tracked by the Executive Committee.

The Chairman's monthly performance indicators include a CSR section. The business units have also introduced CSR

performance monitoring. All Le Groupe La Poste's managers, from Executive Committee members to team leaders, have a range of economic, environmental and social objectives on their roadmap. In 2016, as in the previous two years, it was mandatory for them to set objectives aimed at improving the quality of life in the workplace.

Other aspects frequently covered by objectives for relevant Le Groupe La Poste managers include encouraging the development of La Poste's range of responsible products and services, reductions in greenhouse gas emissions, purchases from solidarity economy participants, gender equality in employment and pay, health and safety in the workplace (occupational accident frequency and severity rates), and training solutions.

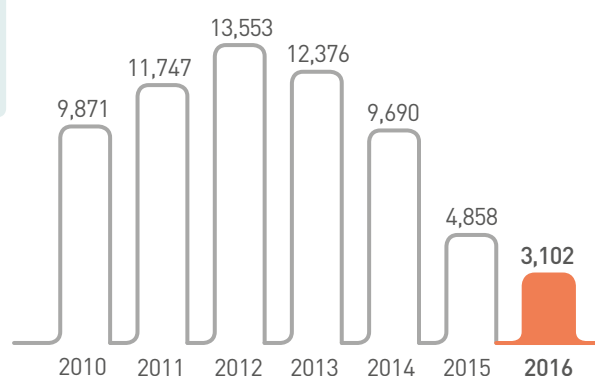
Managers' performance vis-à-vis all these CSR indicators determines at least 20% of their variable remuneration. Quality of worklife, an objective common to all managers, alone accounts for 20%.

Economic, social and environmental impacts are analysed as part of the assessment of all projects considered as significant, in terms of the amounts or issues involved.

## Employees' commitment to innovation

### Participation-based innovation

Since 2009, 72,989 ideas have been submitted



# 72,989

Total number of ideas submitted since 2009

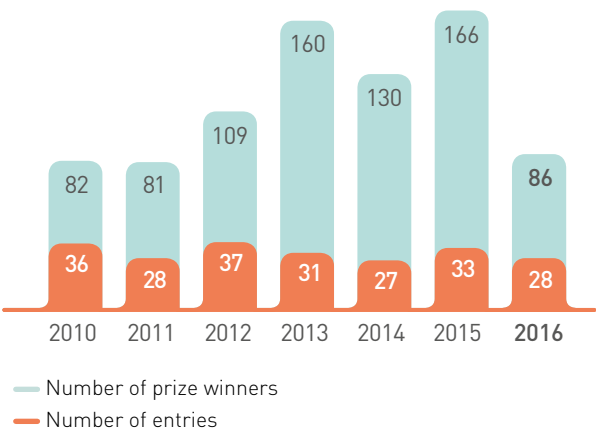
Participation-based innovation has spurred employees into action. La Poste’s longstanding commitment to participation-based innovation has gone from strength to strength with a significant shift in patterns of use and practices.

The quality of ideas now takes precedence over their quantity, and the greater determination to implement and replicate these ideas on a larger scale makes for a more collaborative and more open approach.

The Network’s and La Banque Postale’s participation-based approach department was formed in September 2016 to harmonise the two existing programmes and harness synergies between both business units.

Inspired by their commitment to open-mindedness and a desire to share best practices, the partner-members of the Innov’Acteurs non-profit<sup>(1)</sup> and Le Groupe La Poste’s participation-based innovation specialists shared their expertise at a symposium. This included a collaborative workshop led by the Services-Mail-Parcels business unit and a benchmarking exercise conducted jointly by Enedis and Le Groupe La Poste.

**Qualiades awards since 2010**



Since they were first held in 2008, the Qualiades awards have been bestowed on 276 projects and 954 prize winners.

In 2016, the 86 sponsors of the 28 projects spotlighted demonstrated their ability to engage with Le Groupe La Poste’s transformation, as shown by the award categories:

- Customer relationship award
- Transformation and development award
- Social, societal and environmental award
- Collaborative innovation award.

Over the years, ideas management is the project category that has received the most awards, with 44 recipients.

**20 projects for 2020**

With 126 high-quality entries, including 21 from international subsidiaries, the third edition of the “20 projects for 2020” competition again highlighted employees’ entrepreneurial spirit and their sharper business focus. Sponsored by an executive committee member, the prize-winning teams receive financial and methodological support to build and implement their project.

**The four 2016 prize-winning teams have incorporated the new economy into their innovations:**

Project name	Description
Activ’Habitat	Community living platform.
Social Pick Up	Consumer pick-up and drop-off point network.
MooVie	Platform putting seniors in need of mobility assistance in contact with individuals/guides able to escort them.
Duo City Shop	Marketplace specialised in local food.

All in all, 2,096 employees have submitted 1,020 projects since the 20 Projects for 2020 competition was first introduced.

(1) Chaired by La Poste, the Innov’Acteurs non-profit counts 90 member organisations active in participation-based innovation.



# 5

## Ecosocial design for responsible products and services that are simple, useful and affordable

- P. 62 — Analysing and anticipating deep societal change to offer highly relevant products and services
- P. 63 — Offering customers products and services with a reduced and offset carbon footprint
- P. 65 — Incorporating environmental, social and societal criteria in product and service design
- P. 68 — Making products and services more accessible
- P. 72 — Helping customers consume more responsibly
- P. 74 — Strengthening customer satisfaction

Le Groupe La Poste seeks to make useful everyday services available to everyone, everywhere, including to those who are most vulnerable, and at competitive prices that are among the market's lowest. The Group places a great deal of importance on ensuring that the goods, money, and data that customers place in its care are kept secure. It also strives to interact with customers through their preferred channels. The Group's products and services are responsible, meaning that they address environmental and social concerns from design to distribution. For example, carbon emissions from mail, parcel, express and digital products are offset, and all banking products incorporate environmental, social and governance (ESG) criteria. The necessary procedures are also in place to protect the privacy, data and health and safety of consumers.

To best serve its customers, Le Groupe La Poste is multiplying its distribution channels and facilitating relationships with all consumers. In response to their new expectations, it is offering innovative, responsible products and services that strengthen social ties and widen access to essential goods. The overarching aim is to maximise added value for society while minimising adverse impacts.

This also means helping customers choose products and services that respect people and the environment.

Meanwhile, Le Groupe La Poste has made firm commitments to customer service and satisfaction.

#### **Results for the principal key objectives:**

Customers and consumers	Aspect	2020 objectives	Progress at 31 December 2016	
	Responsible products and services	Expand the share of responsible products and services under CSR guidance	Offsetting of GHG emissions generated from Mail, Parcel, Express and Digital services has been in effect since 2012	✱
		Offer socially responsible investing	In 2016, SRI assets under management accounted for 54% of total assets under management by LBPAM	➦
	Adaptation of products and services to new consumer trends and behaviours	Grow revenue from new service offerings for a low-carbon economy	Recy'go revenue: €8 million for the year Bemobi revenue: €3.9 million for the year Action Habitat revenue: €0.5 million for the year	➦
		Offer new local services	Silver economy revenue: €3.6 million Proxi <sup>(1)</sup> 2016 revenue: €19.2 million	➦
	Responsible data use	Objective-setting in progress	Commitments published in the Data Charter	➦
	✕ Target not achieved      ✱ Target surpassed      ➦ Progress in line with set target			

(1) Proxi: a range of local services performed by mail carriers.

## Analysing and anticipating deep societal change to offer highly relevant products and services

France is undergoing profound societal transformation, as seen in the energy transition, access to information and public services, population ageing, the digital divide, new forms of employment, higher expectations regarding corporate social responsibility and customer service, health concerns, and more.

Le Groupe La Poste uses a range of tools to monitor changing customer expectations: **general trend surveys** identifying shifts in consumer behaviours and expectations, **market surveys** to understand consumers' perceptions and expectations on specific key areas for the Group (customer relations, service quality, simplicity), research focused specifically on expectations regarding **La Poste's products and services** and, lastly, a social media presence. As an example of the latter, through the social network "Le Lab", which gathers 60,000 customers registered in the secure area of the [labanquepostale.fr](http://labanquepostale.fr) website, Le Groupe La Poste can identify their main topics of interest by paying attention to the 8,500 comments posted.

### High expectations from Le Groupe La Poste in all CSR areas

According to the CSR survey conducted by CSA Research for Le Groupe La Poste in June 2016, people in France have high expectations from the Group, in every CSR area. The public's attitude is that a responsible company is one that conducts its business well: it is attentive to, and dialogues with, customers and it is conscientious about protecting and obtaining their permission to use personal data. The public also places a high importance on regional development, the workplace environment and working conditions.

### Some examples of innovations anticipating customer expectations

The **Pickup Station network** launched in 2014 continued to grow, with 28,177 stations installed in 25 foreign countries and more than 7,581 all over France at the end of 2016. **Pick-up services** give online purchasers the option of collecting their parcel from a locker, in addition to the options of delivery to their home, to a post office or to a pick-up point. Lockers remain accessible during the opening hours of the train stations or shopping centres where they are located, so customers can easily pick up their parcel any time, on their way to work or home, within three business days.

With the **mailbox shipping and return service**, customers can send a parcel or return an online purchase right from their mailbox at home.

Launched in October 2016, **Digiposte+** is a digital assistant that makes everyday life easier. The mobile application plays the role of a personal administrative assistant to which users can delegate their paperwork. Administrative tasks (renewing ID cards, registering to vote, and so on) become much easier once the app provides users with a list of required documents, organizes documents into folders and stores updated versions as they are received. Digiposte+ users control and manage their own personal data and permissions for sharing. Documents are securely transmitted when shared and when received. Personal data protection and accessibility are guaranteed, since these data are stored in La Poste's digital safe, Digiposte. They are stored for an unlimited period and hosted on servers located in France.

For private individuals, La Banque Postale offers a full "**green range**" of consumer home and vehicle financing solutions that includes the Éco PTZ zero-interest rate loan, a loan for home renovation to increase energy efficiency, home improvement microloans, loans for purchasing electric and hybrid cars (as well as bicycles, motorcycles and electric scooters) and matching insurance. To encourage its individual customers to take advantage of these solutions, La Banque Postale offers the loans at advantageous rates.



### What does it mean to be a useful company?

#### What the French say

According to the 1,164 people representing the French working population aged 15 and up, surveyed by Terre de Sienne and Ifop from 21 to 24 July 2016:

- 51% think a company should first and foremost serve society as a whole.
- 84% think that a company is useful if it creates jobs, and 37% if it helps promote social ties.
- 60% think that a company is useful to its customers if it offers them innovative products and services.

## Offering customers products and services with a reduced and offset carbon footprint

Since 2012, Le Groupe La Poste has been purchasing credits in the voluntary market to offset the greenhouse gas (GHG) emissions of the following business units:

- Services-Mail-Parcels;
- Digital Services;
- GeoPost, for all express parcels delivered by 20 of its European subsidiaries.

In keeping with its policy of climate solidarity, Le Groupe La Poste selects carbon-offset projects that support the economic and social development of their host communities.

### Services-Mail-Parcels, Digital Services and GeoPost carbon offset programmes

Le Groupe La Poste acquired carbon credits complying with the most demanding carbon emissions standards (the Gold Standard and the Verified Carbon Standard), enabling it to offset 1.487 million tons of CO<sub>2</sub>-eq emitted by the relevant business units in 2016. The carbon credits purchased by Le Groupe La Poste, account for almost 5% of total purchases in the voluntary market.

GHG emissions are offset in two ways: firstly through a partnership with EcoAct, which uses procedures validated by the Group to select projects capable of generating carbon credits in the voluntary carbon market, and secondly through a contribution to the Livelihoods climate solidarity fund.

# 1.487

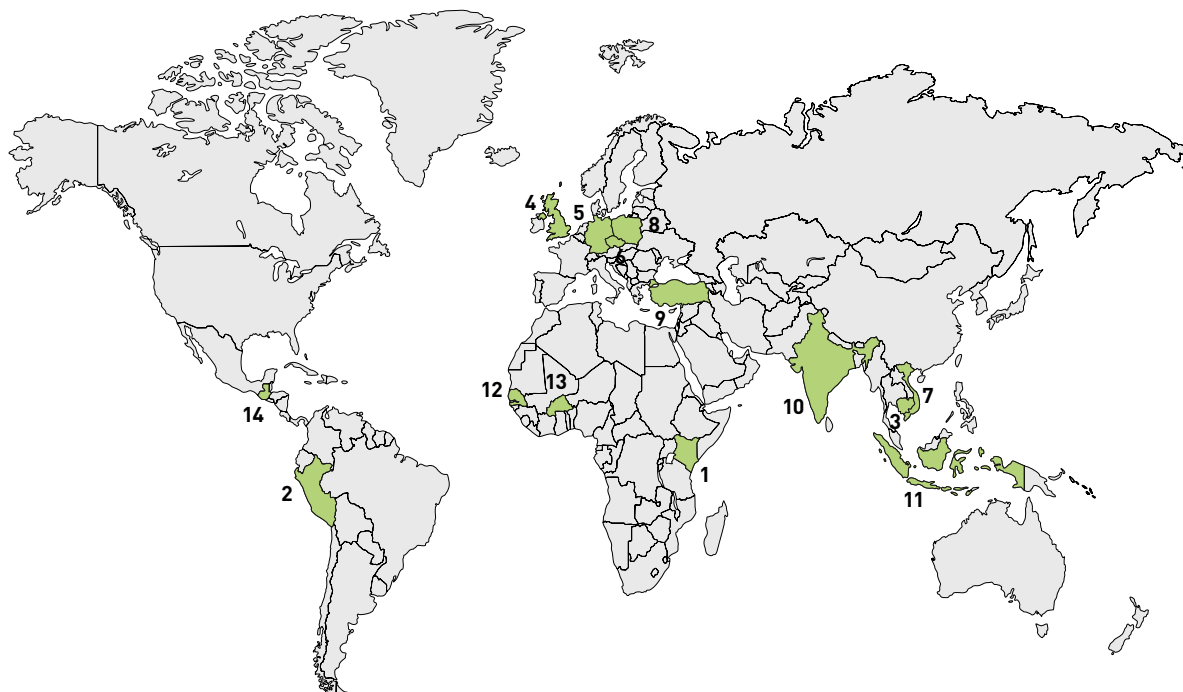
million tonnes of greenhouse gases were offset in 2016.

# 9%

of the European voluntary carbon market (source: EcoAct).

### An offset programme selected by employees and customers

Since 2012, Le Groupe La Poste invites employees and customers to help select its offsetting projects. In 2016, led by Pascal Canfin, Chief Executive Officer of WWF France, Le Groupe La Poste employees selected four programmes for online voting by the public. The Asian Biogaz programme for the production of local renewable biogas in Vietnam garnered the most praise. It aims to meet the fast-growing country's energy needs by ensuring access to an affordable, climate-friendly source of energy. Asian Biogaz also creates local jobs in construction and fights deforestation.



## Carbon offset projects supported

**Initiatives to fight deforestation in Kenya (1)** (installation of water filters that do not require firewood to boil water and implementation of alternatives to slash-and-burn techniques). **Peru (2)** (sustainable forest management) and **Cambodia (3)** (replacement of traditional wood-burning stoves with more efficient models to prevent deforestation).

**Initiatives to collect gas** in the **United Kingdom (4)**, **Germany (5)** (capturing methane to improve the local energy mix and rehabilitating abandoned mine sites), the **Czech Republic (6)** (collecting landfill methane) and **Vietnam (7)** (producing local renewable energy with biogas produced from fermented animal waste in biodigesters).

**Coal ash recycling in Poland (8)**. Road construction materials are made from the waste ash produced by coal power plants.

**Wind power in Turkey (9) and India (10)**, with the construction of 150 turbines that generate approximately 530,000 MWh a year.

La Poste also contributes to the Livelihoods investment fund, which was founded by Danone in 2011 and has since gained the support of several major companies. Livelihoods seeks to offset carbon emissions to serve rural communities in developing countries. The fund supports and organises projects worldwide that are beneficial to disadvantaged populations and the environment:

- **Mangrove restoration** in **Indonesia (11)**, in **India (10)** and in **Senegal (12)**
- **Forest protection** by distributing fuel-efficient ovens in **Burkina Faso (13)** and **Kenya (1)**
- **Agroforestry** development in **Guatemala (14)**.

## Incorporating environmental, social and societal criteria in product and service design

### G4-EN27

In developing its products and services, the Group takes an ecodesign approach that also integrates social concerns, such as human rights. Ecodesign is applied from end to end, from the early design stage to aftersales service, and encompasses sales outlets, communication tools and distribution channels.

Le Groupe La Poste's ecosocial design approach is reflected in three areas:

- building CSR criteria into the early design, production and sales and marketing of mail, parcel, express and digital products and services;
- integrating ESG criteria in banking products and services;
- informing and protecting consumers and their data.

### Protecting the environment and the health and safety of customers and consumers

Standard "Marianne" postage stamps and special stamps are printed on paper from sustainably managed forests, using plant-based inks. All prepaid, ready-to-mail "Prêt-à-Poster" products are certified NF Environnement for their low environmental impact. Entirely recyclable Colissimo packaging products use up to 85% of recycled cardboard, plant-based inks and water-and-cornstarch-based adhesives.

La Poste's products, such as its prepaid envelopes and boxes and its stamps, do not use hazardous products, and its ATM receipts are BPA free.

La Poste ensures customers' safety in its facilities and during contact with its staff by way of safety and security plans, raising managers' awareness and support from the safety and security sector.



Carbon-neutral packaging in the Colissimo range.

## Building ecosocial design into mail, parcel, express and digital services

Following eight years of joint work with the marketing teams, the Le Groupe La Poste's ecodesign maturity level was assessed by an outside body in 2016. La Poste asked AFNOR, the French standardisation organisation, to develop an ambitious reference guide to measure its maturity in integrating CSR criteria in the design, development and marketing of mail, parcel and digital products and services.

The reference guide contains four criteria and 25 subcriteria. A scoring system is designed to assess continuous improvement. The pilot audit conducted in 2016 revealed that the CSR policy of the two business units is well-defined, that implementation has advanced well, and that it is positively impacting the CSR performance of products and services.

In early 2016, the information systems and CSR divisions created a software ecodesign guide to be used by the Group's internal software and website developers. Software ecodesign helps increase storage space and reduces servers' power and energy consumption, as well as the related greenhouse gas (GHG) emissions. It also allows customers to move around the website more efficiently, which means less time spent online so less energy consumption. This pioneering approach resulted in 49 best practices which are being implemented via awareness campaigns among the IT teams of the two business units.

So far, close to ten of La Poste's online services have been audited for software sustainability (ecodesign and/or accessibility), including a quantified measurement of environmental impacts (greenhouses gases). Using a life-cycle approach, the entire underlying infrastructure is analysed, extending beyond the scope of responsibility of La Poste (including user terminals, for example) to cover the complete functional unit. The 2016 audits also analysed how well the 49 best practices were being implemented. Through these audits, La Poste is contributing to the development of future certification standards for the ecodesign of digital services, a project that industry professionals and experts have already initiated.

## Integrating environmental, social and governance criteria in banking products

Since June 2009, La Banque Postale has ensured that environmental, social and governance (ESG) criteria are systematically taking into account the design of its range of products and services. To do so, it developed an ESG checklist listing 19 ESG criteria (ethical advisory services, transparency, simplicity, clarity, fighting climate change, fighting tax evasion, etc.). Following the launch of this tool, product managers were trained to use it and be familiar with the main ESG issues.

The ESG checklist is presented along with every new product file reviewed by the new product examination committee (CEP). In 2016, La Banque Postale's CEP met 33 times. Every new product offered by La Banque Postale has therefore met an array of extra-financial criteria covering design, distribution, and customer assistance. La Banque Postale Asset Management (LBPAM) has made socially responsible investment (SRI) one of its growth drivers. Following the merger with Fédériss Gestion d'Actifs in 2016, LBPAM reinforced its SRI philosophy, now built on four pillars: supporting the energy and ecological transition, regional development, sustainable resource management and responsible governance.

The French government having launched its "Label ISR" certification process in 2016, LBPAM plans to apply for certification for all of its SRI funds in 2017.

ESG criteria integration can have a varying impact on investment decisions and on fund composition, depending on the asset class, customer expectations or the chosen strategy. To distinguish these different situations, SRI assets under management are divided into three categories defined by Novethic (a French research centre specialising in SRI and a subsidiary of the Caisse des Dépôts): high-impact SRI, significant-impact SRI and limited-impact SRI.

High-impact SRI	Significant-impact SRI	Limited-impact SRI
<p>Best-in-class selection approaches excluding more than half of the investment universe</p> <p>Best-in-universe approaches excluding more than 25% of securities</p> <p>Themed investments</p>	<p>Assets managed under a financial valuation or best-in-class approach, excluding between 25% and 50% of the investment universe</p>	<p>Assets to which ESG constraints are applied and for which less than 25% of securities are excluded based on ESG criteria</p>

### LBPAM Responsible Actions Environnement fund

In 2016, the LBPAM Responsible Actions Environnement fund was boosted by the climate focus brought by COP21 and the French energy transition law passed in 2015. Its assets tripled in 2016, reaching nearly €90 million. In January 2017, the fund obtained the Energy and Ecological Transition for the Climate (EET4C) label created by the French government.

At the end of 2016, LBPAM's SRI assets under management stood at €97.2 billion, which was 54% of its total assets under management.

SRI assets under management have been virtually stable over the past three years. However, the stronger-impact SRI assets under management, which include the high-impact SRI and the significant-impact SRI categories, showed robust growth, reaching €3.2 billion at the end of 2016, compared with €2.7 billion at the end of 2015 and €0.7 billion at the end of 2014.

### Protecting consumers and their personal data

#### The Group's Data Charter and the new employee oath

As a trusted third party, Le Groupe La Poste offers its customers a secure and comprehensive digital solution that complements its role as the universal trade operator. The adoption of a Data Charter in May 2016 constitutes the starting point of a concrete action plan to develop new services responding to French people's expectations.

#### The six commitments of La Poste's Data Charter

Everything La Poste does is increasingly dependent on data, the nature and characteristics of which are highly diverse – management data, industrial data, data entrusted by individual and business customers, partner data, identification data, online transaction data, counter transaction data, in post offices, recorded by machines, on websites and mobile applications, on connected objects, and more.

The Data Charter has six main objectives:

- provide customers with an ever-growing range of services;
- give people control of their personal data;
- protect data and report on how it is processed;
- ensure relationships of trust between customers, suppliers and other partners;
- promote open data and open innovation for the common good;
- do what is necessary to achieve its objectives, in terms of leadership, governance, change management and continuous improvement.

#### An up-to-date employee oath

A key component of the Data Charter was the updating of the employee oath, which was amended to include protecting the confidentiality of electronic personal data in addition to that of mail.

Le Groupe La Poste is now planning a procedure to obtain updated sworn statements from its employees who have already taken oath.

#### Employee oath

*"I hereby swear that I will scrupulously respect the integrity of all customer items and the sanctity and secrecy of correspondence, including electronic correspondence, and the confidentiality of personal data and information relating to other people's private lives of which I may gain knowledge in the course of my work. I also swear to maintain professional secrecy and the confidentiality of data that is accessible to me in my work environment."*

## Protecting data and preserving confidentiality

Since 2007, Le Groupe La Poste's Corporate Data Protection Officer has worked in liaison with CNIL, France's data privacy watchdog, and in complete independence from the rest of the company. Each of the Group's business units and subsidiaries also has its own data protection officer. Furthermore, the Group's new digital strategy included the appointment of a *Chief Data Officer* in 2015, whose main tasks include working with the Data Protection Officer to implement a personal data protection policy.

In 2016, Le Groupe La Poste set up a data community gathering the people in its business units, subsidiaries and corporate functions who collect and process data. The Data Charter (see above) and strategy, as well as the constraints and opportunities it creates, were shared with the data community at a seminar. After discovering more than 60 opportunities, eight data programs were formally identified, for which the scope was being defined at the end of 2016.

A **data website** is also being developed to enable La Poste to transparently communicate about data on a regular basis and help it become a reference in data strategy. The website will play an important role in internal transformation and change management. For all business units, it will be a place to express ideas and share progress on data. A first version of this website will be released in May 2017.

Data collection and use is more acceptable to users when they are given control over their data – this is a key feature of vendor relationship management (VRM) – and when the services received are proportionate to the data shared in exchange. VRM differs in this respect from CRM, where the company controls its relationship with customers. An initial version of a portal enabling users to access their personal data and manage their rights is planned for mid-2017. This launch will be the first step towards meeting the second commitment in the Data Charter: "Giving people control over their personal data."

Preparatory work on the **buying and reselling of data** was begun, in order to line up the tools and processes that will enable the Group to carry out such transactions while complying with regulations and the Data Charter and being fully transparent with respect to suppliers and customers. This initial work helped to identify the next steps, which are to choose a purchasing expert and one business expert to work together to select data and market suppliers, to implement a referencing and supply process, to certify data suppliers, to secure and certify data processing tools, to certify data consumers, and to perform pre- and post-processing audits.



At the end of 2016, 53% of public access buildings were accessible as defined under the 2014 regulations.

## Making products and services more accessible

G4-S02

Pursuant to the law that governs French postal activities, Le Groupe La Poste has been entrusted with a public service mission to ensure the accessibility of banking services. In addition to this legal requirement, Le Groupe La Poste is committed to making its services more easily accessible to people with disabilities, people who are poor, migrants or people who have difficulty reading or writing, by providing them with information that is readily accessible and easy to understand, and when necessary personalised service.

### Promoting accessibility through multi-channel distribution

Le Groupe La Poste ensures that its products and services are easily accessible to everyone, regardless of the means of access used, including all facilities open to the public, automated machines, the telephone and the Internet.

### Focus on post offices and other premises open to the public

Under the Act of 2005 to accommodate the needs of disabled persons, and the supplementary regulations of October 2014, all public access buildings (ERP) and all services provided in these buildings must be made



accessible to disabled persons and be adapted to accommodate the needs of the elderly.

Le Groupe La Poste has been exemplary in its observance of these regulations, meeting the expectations of its customers, non-profit organisations and local authorities, despite the large number of its facilities open to the public.

By the end of 2016, 53% of the Group's 11,300 ERP were accessible as defined under the 2014 regulations.

La Poste has undertaken to make its remaining post offices accessible and filed the corresponding Ad'Ap accessibility compliance programmes with local prefectures. According to this plan, close to two-thirds of facilities should be accessible by the end of 2018.

With 6,000 Ad'AP programmes and 5,000 certifications of accessibility filed, including those of Le Groupe La Poste, Poste Immo has become a true expert in this field. The property company is also developing external services to help local authorities make their premises accessible.

### **Automated machines**

By the end of 2016, 98.9% of automatic teller machines (ATMs) installed on the outside a post office were either directly accessible to persons with reduced mobility (PRM) or located very close to another machine accessible to PRM inside that same post office. At La Banque Postale, the number of ATMs and self-service terminals accessible to the blind and visually impaired is also increasing and by the end of 2016 had reached 7,453 (98%).

All ATMs located inside post offices are accessible. All automated postage machines are now accessible to the visually impaired (including 7,012 for the blind) and an accessibility service is available for the deaf and hard-of-hearing.

### **Internet, digital services and information channels**

The [www.laposte.fr](http://www.laposte.fr) website meets current standards of accessibility for the visually impaired. Deaf users can access online customer service provided by employees using French sign language and a webcam.

As part of its initiative to communicate responsibly (see page 58), the Group has developed an accessible communications reference guide, to help its communication staff design documents that are accessible to disabled persons.

### **Facilitating the relationship between La Poste and consumers**

Le Groupe La Poste has a multi-channel customer service system that consists of:

- a telephone helpline that can be reached with a single short number (3631) at the standard call rate;
- a customer service area that is easily found on the home page of the Group's website at [www.laposte.fr](http://www.laposte.fr);
- a single postal address: Customer Service – 99999 LA POSTE.

Each month, more than 900,000 calls are made to the 3631 number, almost 149,000 unique visitors consult the online customer service area, and more than 19,000 paper complaint forms are mailed to Customer Service.

Since July 2012, a team of customer service call agents assists the Group's social media community manager by responding to customer requests and complaints submitted on the Group's Facebook page and Twitter account at @lalsalaposte.

La Banque Postale customers who are deaf or hearing-impaired can interact with an advisor who knows French sign language. The service is similar to the one provided by the 3631 helpline since 2013. The webcam and chat tools for the deaf and hearing-impaired can be found on the designated page of the [www.labanquepostale.fr](http://www.labanquepostale.fr) website.

### **Social responsibility label for La Poste Network's 3631 helpline**

Created under the aegis of the French Ministry of Employment by AFRC (a French association of customer relationship professionals), professional associations of contact centres, and trade unions, this label is granted to companies based on their CSR governance practices, working conditions, new employee onboarding and training, social dialogue, societal commitments, business practices and respect for the environment.

Awarded to the 3631 helpline in 2015 for three years, it attests to the service's excellent performance in the majority of these areas. This achievement would not have been possible without the sharing of ideas and contributions by all La Poste employees. It comes on top of the Network's NF 345 certification for the fourth straight year.

## Helping vulnerable customers

Since Le Groupe La Poste wants its offerings to be accessible to everyone, it works with many NGOs to help the most vulnerable populations use La Poste's products and services.

### Making La Poste services easier to access and use

To better serve its vulnerable customers, the Group works with its national partners – the Red Cross, Fnars (Fédération nationale des associations d'accueil et de réinsertion sociale), Unis-Cité, Face (Fondation agir contre l'exclusion) and PIMMS (Union nationale des Points d'Information Médiation Multi-Services) – and various local non-profit organisations.

Under the 2014-2016 agreement on regional post office coverage, La Poste, the French government and the Association of French Mayors undertook to make La Poste's services more easily accessible to vulnerable customers. In 2016, more than 150 partnering non-profit organisations assisted vulnerable customers in more than 300 post offices.

La Banque Postale also supports Action Tank Entreprise et Pauvreté, a non-profit organisation that promotes experimental business projects to reduce poverty and social exclusion in France. Customers who contact La Banque Postale's special "L'Appui" helpline are informed of all the programmes developed by Action Tank partners.

In 2016, La Banque Postale reviewed its procedures for dealing with protected customers, whether adults or minors, to better serve them and their legal representatives. It created branches specifically for protected adults, staffed by more than 150 employees who have been trained to handle transactions affecting the accounts of protected persons and to respond to requests from legal representatives and La Banque Postale advisors. Information specifically targeting family members acting as guardians is made available on the website, as well as a guide explaining the different types and levels of guardianship and the related restrictions in France and the main steps to be taken when a person is placed under guardianship, especially with respect to La Banque Postale.

### Assistance to migrants

The Act of 29 July 2015 substantially changed the procedure for dealing with asylum seekers in France. The OFII, the French immigration and integration office, now actively directs asylum seekers to an accommodation centre and has the authority to take decisions, coordinate action and centralise data. As of 1 November 2015, OFII also pays the allowance to which asylum seekers are entitled.

Le Groupe La Poste, OFII and France Terre d'Asile have been partners since 2010. They worked together in 2016 to revise the procedures for assisting migrants, in order to take the new needs of asylum seekers into consideration. Coordination of assistance was reinforced, the list of designated post offices and post offices nearest to administrative detention centres was updated, and specific procedures for assisting asylum seekers were defined.

## Ensuring the accessibility of financial products and services and preventing banking exclusion

La Banque Postale is the only bank to have been entrusted with the **mission of ensuring banking accessibility** under the 2008 Economic Modernisation Act. La Banque Postale undertakes to treat all people with consideration, regardless of their situation, and offer them appropriate banking services and solutions: this is its commitment. La Banque Postale must also work to **prevent over-indebtedness and promote microcredit** in accordance with the Law of 9 February 2010.

In its public service agreement for 2013-2017, La Banque Postale reiterates its commitment to inform and raise the awareness of **people who are financially vulnerable**, by offering them the most suitable products and services, in particular, modern and inexpensive means of payment. La Banque Postale also undertakes to help people of modest means to become homeowners, by granting suitably designed loans.

### Helping everyone access financial products and services

La Banque Postale's mission to ensure the accessibility of banking services, through the Livret A passbook savings account, was recognised by and defined in law and confirmed in July 2016. The CCSF, the French body regulating relations between banks and consumers, organised a public consultation. It revealed that the special mission conferred to La Banque Postale through the Livret A passbook savings accounts for 2015-2020 "constitutes a balanced response to specific and concrete demands expressed by very specific populations living in very vulnerable situations at times that are not covered by other accessibility programmes."

Its commitments:

- open a Livret A account "for anyone who requests one" with a minimum deposit of only €1.50 (compared to €10 in other banks) in post offices that are organised for this;
- accept the domiciliation of bank transfers and direct debits for certain transactions such as welfare payments or gas and power bills;



- issue unlimited amounts of cheques free of charge;
- make wire transfers into the current accounts of customers with Livret A passbooks free of charge, regardless of where the current account is held;
- provide Livret A holders with a withdrawal card ("Carte Épargne") that can be used in La Banque Postale cash withdrawal machines and ATMs.

La Banque Postale is the only French bank to accept the payment of invoices in cash at post office counters. It is also the only one to propose an international money order service that enables foreigners who do not have bank accounts in France to receive money from and remit money to their home country.

La Banque Postale is one of the least expensive major retail banks and that with the lowest minimum requirements for its services.

At the end of 2016, almost

**51%**

of La Banque Postale's Livret A passbook savings accounts, more than 8 million accounts, held less than €150.

Furthermore, La Banque Postale has always made a special effort to ensure that financially vulnerable people – people who are not allowed to write cheques, who have had their bank card withdrawn due to misuse, who are over-indebted or who have missed payments repeatedly over a three-month period – have access to a bank account and basic banking services. La Banque Postale provides them with means of payment other than cheques.

La Banque Postale also enables customers of modest financial means to obtain credit more easily, while closely monitoring their solvency. La Banque Postale is a major lender for social home ownership. In partnership with social housing organisations, it has granted loans to more than 54,000 households for the combined amount of €7.4 billion. Since the end of 2012, it has put a special focus on ensuring that borrowers meet eligibility requirements, in order to protect the interests of its customers and prevent their over-indebtedness. 22.4% of home loan borrowers earned less than twice the monthly minimum wage in 2016.

By partnering with KissKissBankBank and hellomerci, La Banque Postale offers alternative forms of financing to meet needs that are not addressed by traditional bank solutions.

### Promoting microcredit

Since February 2014, people whose lack of financial resources makes them ineligible for certain banking products or services such as consumer credit are able to apply for an **assisted microloan** with a La Banque Postale partner. Since 2007, La Banque Postale has been maintaining partnerships with 146 non-profit organisations – including Secours catholique, UDAF (the Departmental Union of Family Associations), the French Red Cross and Les Restaurants du cœur – whose role is to detect people who need microcredit and to assist them with their project. La Banque Postale's microcredit offer is available in 68 French *départements*.

La Banque Postale has granted a total of 10,246 personal microloans since 2007, representing total lending of €24.4 million and a market share of 10.2% (up 0.6% compared with one year ago). As in 2014, the bank was France's fourth largest provider of personal microcredit.



La Banque Postale fights banking exclusion by making suitable products and services available to everyone.

**10.2%**

market share in personal microcredit in 2016

Since 2014, La Banque Postale has been testing the distribution of housing microloans to finance energy-saving renovations or housing relocations due to disability or dependency. As a result, in 2017 it will launch interest-free loans for low-income customers eligible for aid under the "Habiter Mieux" programme run by Anah, France's national housing authority.

### Preventing over-indebtedness

At La Banque Postale, being a responsible lender means helping customers avoid over-indebtedness. Risk is carefully managed and the customer's financial situation is regularly monitored.

In the case of a home loan, a specialised customer advisor will conduct a personalised study of the customer's project and assess it from an overall perspective.

La Banque Postale has one of the lowest percentages of non-performing home loans in the market (1% at 31 December 2016) despite having over €51 billion of loans outstanding.

Consumer credit is also subject to strict approval criteria. To ensure that customers do not become over-indebted, La Banque Postale has designed and developed a special procedure that is observed when a loan is granted and until it is repaid. All accounts with La Banque Postale are carefully monitored to help prevent over-indebtedness. In conjunction with non-profit organisations working to prevent social exclusion, such as UNCCAS (the National Union of Social Action Community Centres) and Crésus, which assists over-indebted households, La Banque Postale created **L'Appui de La Banque Postale** in 2013. L'Appui provides banking and budget advice and guidance to customers who call in using a special standard-rate telephone number. This new service has two objectives: to assist La Banque Postale customers who find themselves in financial difficulty on an occasional or recurring basis, and to help them avoid situations of financial vulnerability in the future. L'Appui customer service staff examine the customer's budget to assess the amount available to live on, evaluate the customer's eligibility for certain types of aid and identify excessively high debt levels and over-indebtedness. If needed, L'Appui customer service staff can then refer customers to partnering non-profit or social organisations – CCAS social action community centres, UDAF, FASTT (Fonds d'Action Sociale du Travail Temporaire), Face, etc. – to obtain aid or solidarity-based rates or refer them to credit institutions specializing in restructuring or the purchasing loans, such as La Banque Postale Financement, in case of excessive debt, or to Crésus if they are over-indebted.

By the end of December 2016, L'Appui had advised more than 70,000 customers, including almost 30,000 who received comprehensive support, since the service's launch.

## Helping customers consume more responsibly

### G4-PR3

To ensure that consumers are able to make informed choices, Le Groupe La Poste makes a special effort to raise their awareness of the environmental and social consequences of their purchases.

### G4-PR4

**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.**

### Increasing customer knowledge of environmental impacts

To enable its business customers to reduce their carbon footprints, the Services-Mail-Parcels business unit provides an ecolculator 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 [objectifzeroco2.laposte.fr](http://objectifzeroco2.laposte.fr). Customers may also obtain this information from sales staff at La Poste.

The Services-Mail-Parcels business unit also provides a multicriteria comparison tool on its website at [www.colissimo.fr](http://www.colissimo.fr). Customers can compare the online purchase of a product with the same purchase in a physical store, in terms of GHG emissions, local pollution, time spent and cost of travel. The tool is entertaining and instructive, and allows users to create their own scenario ([http://www.colissimo.fr/particuliers/recevoir\\_un\\_colis/livraison\\_neutre\\_CO2/](http://www.colissimo.fr/particuliers/recevoir_un_colis/livraison_neutre_CO2/)).

La Banque Postale's website also gives visitors useful tips on reducing their energy bill and everyday ways to help protect the environment.



Since 2012, mail and parcel products are marked "carbon neutral".

### Enhancing the visibility of offset products and services

Since 2012, a "carbon neutral" imprint has been made available free of charge to mail, parcel and digital service customers. By advertising the fact that the items' transport and delivery are carbon neutral, it helps them demonstrate their commitment to the environment.



Le CO<sub>2</sub> émis pour la livraison de votre colis et la fabrication de cet emballage est intégralement compensé.  
Plus d'informations sur [www.laposte.fr](http://www.laposte.fr)



The Digital Services business unit guarantees the carbon neutrality of all of its activities.

### Raising the volume of savings invested in SRI

In addition to its financing solutions, La Banque Postale provides private individuals with ways to combine financial performance and ethics, with its "Investir Autrement" ("Invest Differently") SRI range. By investing in the three solidarity-oriented funds in the range, customers can use their savings to support organisations that strongly contribute to society. **LBPAM Responsable Actions Solidaire** and **Décisiel Responsable Actions 70 Solidaire** (employee savings funds) both invest a portion of their assets (between 5% and 10%, as required by regulations) directly in organisations that promote insertion, either through employment or housing. The **Libertés & Solidarité** fund donates half of the income it generates to the International Federation of Human Rights.

La Banque Postale also provides savings products to support the energy transition with its themed SRI fund **LBPAM Responsable Actions Environnement**. This fund invests specifically in European environmental companies that contribute to sustainable development and the energy transition.

Additionally, La Banque Postale enables its customers to donate all or part of the interest earned from a savings passbook (Livret A, Livret Développement Durable or Livret d'Épargne Populaire) to a non-profit organisation that is a member of "L'Initiative contre l'exclusion bancaire" (see page 140). La Banque Postale adds 10% to this donation. This service, called **Intérêts Solidaires**, received the Finasol label in 2015. La Banque Postale is the first financial institution to obtain this solidarity certification for a service.

## Strengthening customer satisfaction

Le Groupe La Poste's customer service ambition is to achieve excellence in its relationships with its customers. This idea is based on three key attitudes, which are friendliness, attentiveness and efficiency, and one key principle, which is that employee empowerment and satisfaction are critical to good service. The Group sees the customer relationship as beginning with the design of its product or service and continuing through to aftersales and customer retention.

### Le Groupe La Poste spearheads Esprit de Service France

In 2015, Le Groupe La Poste was the driving force behind the creation of a non-profit organisation to promote service excellence in France. Together with 14 major French companies, it created Esprit de Service France. As of the end of 2016, the association had nearly 65 members, including service-sector companies and public institutions. The organisation seeks to promote a service-oriented Esprit de Service® management model – co-developed by its members – that will make France a leader in service excellence and help French companies lift their competitiveness and business performance through customer care and a unique relational identity. Esprit de Service France held its sixth conference, which focused on the customer experience and organisational transformation, on 9 December 2016. The lessons learned from the conference are being applied in practice-sharing workshops. The aim of this work is to develop an Esprit de Service certification, expected to be launched in 2017.

### Customer satisfaction, a core issue for the Quality and Sustainable Development committee

In 2016, the Quality and Sustainable Development Committee (CQDD) decided to make customers the unifying theme of its work. The committee will therefore examine issues from two angles: the societal changes that may significantly affect the final demand for La Poste and La Poste's commitments with respect to the standard of quality required by its customers. CQDD also intends to update the quality survey with new indicators that are more closely related to customer experience and expectations.

As of 2017, the committee plans the following work:

- economic analysis of the quality measurement system: how much it costs, how well it performs, and what is the return on investment;
- analysis of the causes of the main breakdowns leading to complaints, including breakdowns caused by people;
- study of the "existential paradox" of being a company that is focusing on personalisation, human contact, and close, local service while having to maintain its competitiveness based on mass volumes.

### Customer satisfaction measurement

Le Groupe La Poste implements a number of customer satisfaction tools (annual surveys, post-event questionnaires, etc.) that enable it to weave customer experience tracking into its management dashboards at all levels in the organisation, whether in strategic areas or operational areas very close to customers. Its customer satisfaction results are based on a high degree of attainment of the service commitments and promises made. For example, 96.9% of mail that could not be delivered due to a disruption in mail service, was delivered the next day as promised. Customers automatically receive compensation if this commitment is not upheld. The new service enabling customers to ship packages from their mailbox has also seen very good results, with 97% of packages shipped as promised (not including ACP). The 95% target for handling customer complaints received by mail within the time frame announced upon acknowledging receipt of the complaint was again reached in 2016 (96%). This figure includes complaints handled nationally and those handled locally.



Factéo is a smartphone used by all mail carriers to improve customer service quality.

User satisfaction with the laposte.fr website is 6.7 out of 10 (average of the 12 months of 2016 and 1,000 respondents per month). (Source: MetrixLab monthly survey.) This score has risen by 0.14 point in 2016.

In 2016, La Poste Network customers having completed a consumer experience or received advice in a post office continue to express a high rate of satisfaction compared to previous years: 96% are satisfied with their post office, of which one-half are “very satisfied” (survey conducted by Ipsos). When all Network customers are polled, 87% of French customers having used a post office in the previous six months are satisfied (BVA survey). This excellent performance is driven by the quality care provided by staff to La Poste Network customers. More specifically, willingness, listening and quality contact satisfied 91%, 92% and 93% of customers, respectively. These scores are consistently high year after year. All of the hard work undertaken for many years now on values and ensuring that employees adopt a

service-oriented attitude, laid the foundation for today’s customer relationships. In an effort to achieve operational excellence, the Network deployed “Latitude Client” in 2016. This new approach is based on customer needs and expectations and places emphasis on the accountability of post office management teams. It seeks to create an environment ensuring that each customer benefits from a personalised, sticky experience guaranteeing that he or she will recommend that post office.

To reflect changes in customer demand, Le Groupe La Poste has adjusted its system for listening to the voice of the customer and measuring satisfaction. Since 2016, customer indicators are directly incorporated in the management dashboards of operational entities. The net promoter score (NPS), which indicates how likely a customer is to recommend a product or service, is not immediately captured following an event and communicated to the relevant operational entities. Each team takes the necessary steps to improve this score.

**Overall satisfaction rating of French customers of Le Groupe La Poste post offices**

G4-PR5

	2014	2015	2016
Overall satisfaction rating of French customers of La Poste Network	95%	96%	94.9%

Polled (by Ipsos) shortly after their experience, immediately following a transaction, Network customers once again showed a very high satisfaction rate in 2016.

**Activity of the Le Groupe La Poste’s ombudsman in 2016**

The Le Groupe La Poste ombudsman acts when a dispute between La Poste and its customers, involving its mail, parcel or financial services or the post office network, is referred to it. The ombudsman intervenes as an impartial and independent third party in order to find a solution. When the dispute concerns financial products or services, he or she acts as the La Banque Postale’s ombudsman. La Poste has had an ombudsman since 1995. In accordance with French and European regulations, La Poste’s mediation services and appointment of an ombudsman (proposed by the Chairman and Chief Executive Officer) the approval of the French ombudsman control and assessment commission (Commission d’évaluation et de contrôle de la médiation de la consommation, CECM) in April 2016. Each year, the ombudsman presents an activity report to the CEO

and business units, which can be read online. In 2016, the Le Groupe La Poste ombudsman received 12,880 requests for mediation services (a 14% rise over 2015), following which 12,880 cases were opened. Each case is carefully studied and, if it meets the criteria, the ombudsman provides mediation services. For cases that are not eligible, the customer receives an acknowledgement of receipt and a referral to the relevant postal service department for handling. Of all the cases opened in 2016, 29% were eligible for mediation. This figure is slightly lower than in 2015 (32.5%). Of the eligible cases, 11% were from business customers; for the Services-Mail-Parcel business unit, the proportion was similar to 2015. 3,745 opinions, a 1.6% increase, were issued in 2016. All issued opinions were systematically applied by the relevant Le Groupe La Poste business unit.



# 6

## Reducing the Group's environmental footprint and supporting the energy transition

- P. 78 — Three strong commitments to prevent climate change and further the energy transition
- P. 79 — Energy consumption, GHG emissions and air quality management
- P. 83 — Diminishing GHG emissions and local air pollution with ecomobility and urban logistics
- P. 90 — Lowering emissions of GHG and local air pollutants from buildings
- P. 92 — Reducing the GHG emissions of information and communication systems
- P. 94 — Contributing to the rise of the circular economy
- P. 97 — Preserving biodiversity

The French government has made energy transition and the development of renewable energy sources national priorities. 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, vast real estate portfolio, websites and other digital services all require substantial amounts of energy. 2016 has proven to be a turning point in this dynamic transition since it is the year that the ministerial orders and decrees implementing Act No. 2015-992 of 17 August 2015 on the "Energy transition for green growth" came into effect. The Group has prepared itself to comply with these new regulatory requirements and to lead the way in this direction.




Energy consumption is also a major expense for the Group. The steps taken to reduce this consumption and promote the use of energy obtained from renewable sources have already reduced the Group's environmental footprint and operating expenses.

But this is not all. These efforts also pave the way for a multitude of business innovations, such as responsible mobility and reverse logistics, which will be future growth drivers.

This is why the energy transition is a cornerstone of the Le Groupe La Poste's energy and climate policy. The Group also works to preserve natural resources by reducing materials consumption and promoting the circular economy.



	Aspect	2020 objectives	Progress at 31 December 2016	
Environment	Climate	Reduce the GHG emissions of La Poste's activities by 15% relative to 2013 This will be achieved by:	16% fewer emissions since 2013	✱
		<ul style="list-style-type: none"> <li>Operating one of the world's largest electric vehicle fleets, including 10,000 light commercial vehicles</li> </ul>	<ul style="list-style-type: none"> <li>At the end of 2016, Le Groupe La Poste had 6,842 electric light commercial vehicles, accounting for 10.9% of its light commercial vehicle fleet</li> </ul>	↗
		<ul style="list-style-type: none"> <li>Serving France's 15 largest cities with low GHG-emitting systems</li> </ul>	<ul style="list-style-type: none"> <li>At the end of 2016, deliveries in seven cities were being made using low-emission systems</li> </ul>	↗
		<ul style="list-style-type: none"> <li>Procuring 100% of the electricity used by the buildings managed by Poste Immo from renewable sources by 2020</li> </ul>	<ul style="list-style-type: none"> <li>The procurement of all electricity from 100% renewable sources was achieved on 1 May 2016</li> </ul>	✱

 Target not achieved    
  Target surpassed    
  Progress in line with target

## Three strong commitments to prevent climate change and further the energy transition

To reduce the greenhouse gas emissions of its activities by 15% in comparison with 2013, La Poste set itself the following ambitious objectives, which guide its efforts:

- develop one of the world's largest electric vehicle fleets, with 10,000 light commercial vehicles;
- serve France's 15 largest cities with low GHG-emitting systems;
- ensure that by 2020 all of the buildings managed by Poste Immo use only renewable electricity of guaranteed origin.

To achieve these objectives and develop the skills and synergies that will be necessary to provide concrete and effective responses to the challenges of the energy transition and the evolving landscape of urban logistics, the Group has prepared action plans for each of its business units and set up two "priority common projects" (PCP) that cut across all of its activities. For a detailed description of these two projects see **Energy Transition** (on page 79) and **Urban Logistics** (on page 83).

### Helping the International Post Corporation achieve its GHG emissions reduction target

As one of the world's leading postal organisations, La Poste is a member of the International Post Corporation. The IPC's objective of reducing per letter and per parcel GHG emissions by 20% from 2013 to 2015, to which all of its members have agreed, has been certified by Science Based Targets (SBT)<sup>(1)</sup>. This objective is coherent and consistent with the emissions reductions that will be necessary to limit global warming to 2 °C.

<sup>(1)</sup> SBT is a joint initiative of the CDP, the United Nations' Global Compact, the World Resources Institute and the WWF. It seeks to help companies align their efforts to prevent climate change with the goal of limiting the global temperature increase to 2 °C.

# Energy consumption, GHG emissions and air quality management

## Le Groupe La Poste's energy consumption

G4-EN3/4

### Energy consumption related to transport and to buildings in GWh (Scope: La Poste SA)

	2014	2015	2016
<b>Total energy consumption – La Poste SA</b>	<b>2,667</b>	<b>2,679</b>	<b>2,616</b>
<b>By type</b>			
Type 1: direct emissions of leased or controlled equipment, company transport vehicles and buildings	1,138	1,263	1,088
Type 2: consumption of electricity and heating systems	535	516	534
Type 3: consumption of transport contractors	995	901	994
<b>By use</b>			
Buildings <sup>(1)</sup>	943	993	984
Transport <sup>(2)(3)</sup>	1,724	1,686	1,632

(1) This information is audited with a moderate assurance level.

(2) Excluding business-related travel and international transport.

(3) Source of energy conversion factors for the transport sector: IPC.

### The Group's total consumption in GWh

	2014	2015	2016
<b>Total Le Groupe La Poste energy consumption</b>	<b>5,977</b>	<b>6,180</b>	<b>6,227</b>
Share of La Poste SA's consumption relative to the Group's	45%	43%	39%

### GHG emissions related to transport and buildings in tonnes of CO<sub>2</sub>e (Scope: La Poste SA)

	2014	2015	2016	2016-2015 change
<b>Total GHG Emissions of La Poste SA</b>	<b>679,262</b>	<b>663,549</b>	<b>612,932</b>	<b>-8%</b>
<b>By type</b>				
Type 1: direct emissions of leased or controlled equipment, company transport vehicles and buildings	264,742	271,186	251,079	-7%
Type 2: consumption of electricity and heating systems	40,448	40,629	15,304	-62%
Type 3: consumption of transport contractors	374,072	351,734	346,549	-1%
<b>By use</b>				
Buildings <sup>(1)</sup>	129,258	142,525	111,190	-22%
Transport <sup>(2)(3)</sup>	550,004	521,024	501,742	-4%

(1) This information is audited with a moderate assurance level.

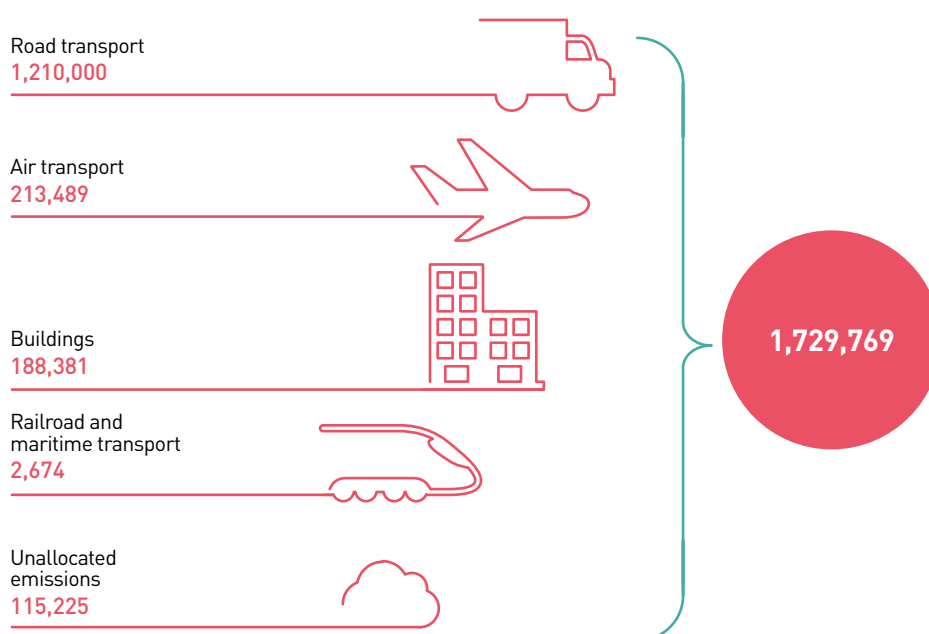
(2) Type 1 to 3 GHG emissions, including transport contractors and contracted business-related travel. GHG emissions associated with electric vehicles are included with buildings

(3) Source of energy conversion factors for the transport sector: IPC.

The steady decrease in La Poste SA's GHG transport-related emissions is mainly attributable to the optimisation of delivery routes and the ongoing modernisation of its vehicle fleet. The decrease in building-related emissions is the result of sourcing electricity from 100% renewable sources since 1 May 2016.

### GHG emissions by source in tonnes of CO<sub>2</sub>e – Le Groupe La Poste 2016<sup>(1)</sup>

#### G4-EN6 and EN19



(1) Type 1 to 3 GHG emissions, including transport contractors and contracted business-related travel. GHG emissions associated with electric vehicles are included with buildings

## Total GHG emissions for Le Groupe La Poste

	2014	2015	2016	2016-2015 change
<b>Total Group GHG emissions</b>	<b>1,529,177</b>	<b>1,685,504</b>	<b>1,729,769</b>	<b>2.6%</b>
Share of La Poste SA emissions relative to total Group emissions	44%	39%	35%	

The Group's GHG emissions rose 2.6% in 2016.

This increase is attributable to the rapid growth of express parcel business, with a 12% increase in the number of parcels delivered.

It should be noted however that on a per-parcel basis the GHG emissions of express parcel deliveries decreased 10.1% to 0.747 kg CO<sub>2</sub>e.

Building-related emissions, which declined by 15%, account for 11% of the total scope emissions. This sharp drop is attributable to the significant increase in the proportion of renewable electricity of guaranteed origin used in buildings.

### Managing greenhouse gases

**The Group's approach to managing its carbon emissions comprises the following four steps:**

- 1. Prevent** – Pre-empt greenhouse gas emissions by designing low-emission products and services (see the description of Le Groupe La Poste's ecosocial design products and services on pages 60 to 67).
- 2. Measure** – Implement a system to effectively monitor and manage the GHG emissions of all Group activities at all relevant levels (also see pages 79 to 82).
- 3. Reduce** – Do everything that can effectively reduce the carbon footprint associated with transport activities, the energy consumption of buildings and digital resources, and the design and provision of products and services (also see pages 83 and 84).
- 4. Offset** – Offset the remaining GHG emissions by participating in carbon offset projects (see page 63).

## Greenhouse gas emissions project funds

La Banque Postale launched its first annual Carbon Fund in 2015. The fund attributes a monetary value to greenhouse gas emissions so that La Banque Postale can internalise their costs. Since its creation, the Carbon Fund has raised a total of €664,216 for projects to reduce the bank's GHG emissions, and for external projects in France that show substantial potential environmental value. The Carbon Fund receives €7 for each tonne of CO<sub>2</sub> equivalent emitted by the bank's three main sources of GHG emissions, i.e. transport, buildings and IT, and paper consumption (both internal and external).

Each year, applicants for funds for internal projects are selected based on several criteria, which include economic viability and the potential amount of GHG that may be avoided. Some examples of these projects include work to renovate and improve the energy efficiency of buildings, campaigns to raise awareness of sustainable development, electric bicycle fleets, training in ecodriving, a study to optimise La Banque Postale's vehicle fleet, and a project to use smart sensors to remotely monitor and provide a detailed analysis of building energy consumption. Given the fund's success, for the 2017 Carbon Fund, which was launched in late 2016, the price of the CO<sub>2</sub> equivalent tonne was increased from €7 to €8, to maintain an equivalent level of project funding despite the decrease in La Banque Postale's emissions.

In 2017, La Poste Network and the Services-Mail-Parcels business unit will join La Banque Postale in this initiative. The Carbon Fund has also helped fund, in collaboration with the Services-Mail-Parcels BU, three external environmental projects under the CLIMATE + Regions programme (see page 103).

## Managing air quality

### Managing air quality and reducing noise pollution

Concern over air and noise pollution is growing steadily and both are now considered to be major public health issues. For several years now, Le Groupe La Poste has been increasing its expertise in managing air quality and reducing noise pollution.

Inspired by the Group's management of its GHG emissions, a similar approach has been implemented to manage and reduce the air pollution associated with all Group activities. It comprises the following three steps:

**Prevent** – To reduce both its emissions of local air pollutants and noise, Le Groupe La Poste is continuously improving the quality of its vehicle fleet and has one of the largest fleets of electric vehicles in the world,

with 6,842 electric cars and light commercial vehicles in 2016. Its vehicle renewal policy gives it a relatively young fleet (averaging 36.29 months in 2016 vs. 37.04 months in 2015) that is one of the most environment-friendly.

**Measure** – Since 2015 Le Groupe La Poste has been partnering with ADEME and France Nature Environnement to develop new tools for measuring local air pollution. The next step will be to measure noise pollution.

**Reduce** – Le Groupe La Poste is actively working to reduce local air pollution and noise by using vehicles that do both and by developing low-emissions delivery systems in metropolitan areas and cities with over 100,000 inhabitants (see Urban Logistics on page 83).

### Measuring local air pollution

#### G4-EN21 and EN30

Well aware of the impact of its fleet of internal combustion vehicles on the environment and health, since 2015 La Poste has been monitoring the vehicles managed by its subsidiary Véhiposte, to record their emissions of four air pollutants that are regulated under Euro standards.

Carbon monoxide (CO) emissions were thus seen to decline by over 8% in 2016, hydrocarbon emissions (HC) by 0.3%, nitrogen oxides (NOx) by over 11% and particulate matter (PM) emissions by 31%.

#### La Poste's air pollution emissions (in tonnes)

	2014	2016	2016-2015 change
Carbon monoxide emissions	489.59	446.73	-8.76%
Hydrocarbon emissions	52.38	52.22	-0.31%
Nitrogen oxide emissions	173.99	153.32	-11.88%
Particulate emissions	6.81	4.69	-31.08%

Although some of the decrease in emissions is attributable to the fewer number of miles travelled, it is also attributable to various actions, such as: training in ecodriving, which reduces fuel consumption; regular

replacement of motor vehicles with vehicles that are more fuel-efficient and cleaner; and the use of more electric vehicles.

# Diminishing GHG emissions and local air pollution with ecomobility and urban logistics

## G4-EN33

In 2016, Le Groupe La Poste's transport activities generated 1,426,163 tonnes of CO<sub>2</sub>e in GHG, which is 82% of its total GHG emissions. Reducing transport-related emissions is therefore a key objective. Almost 80% of these emissions are produced by the contracted transport of parcel and express deliveries (see page 104). The Group's commitments cover scopes 1, 2 and 3, which includes the emissions of transport contractors.

## Reducing local air pollutants with the Urban Logistics<sup>(1)</sup> priority common project

Le Groupe La Poste's strategic plan, "La Poste 2020: conquering the future", makes the environmental and economic concerns of cities a top priority. Pollution and traffic must be reduced in urban environments, while preserving the appeal of city centres and supporting local merchants and businesses. Urban logistics is a major environmental and business challenge, since the transport of goods accounts for 20% of vehicle traffic, 30% of greenhouse gas emissions, 40% of fine particulate emissions, and 10 million pick-ups and deliveries every day in French cities.

Urban logistics is also a business challenge for Le Groupe La Poste, which is seeking to expand its current activities and develop new and profitable products and services. It also poses a challenge to society, which must adapt to the increasing restriction of vehicle access to city centres.

The Urban Logistics PCP therefore has the following ambitious objectives:

- **extend the reach of La Poste's current services** and strengthen its position as a leader in urban "sustainable delivery";
- **develop new and profitable products and services** (e.g. consolidation centres and food deliveries);
- **make the best use of its assets**, and property assets in particular, to reduce urban traffic congestion.

Le Groupe La Poste is addressing these objectives with specific measures in 15 of France's largest cities and 40 urban areas with over 100,000 inhabitants, which cover 47% of the French population and 57% of all parcel deliveries to consumers.

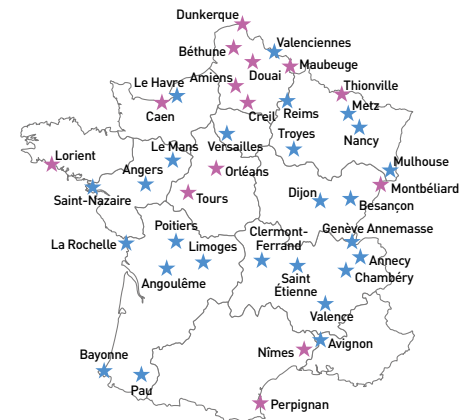
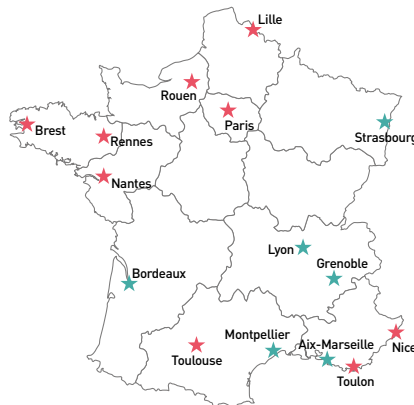
La Poste helps local authorities implement their urban logistics policies in three ways: by increasing the coverage of delivery rounds, by using clean delivery vehicles, and by developing high value-added services. Its six top priorities are to:

- systematically use low-emission and very-low-emission delivery methods;
- improve the efficiency of urban deliveries;
- try new methods, such as opening up "urban logistic areas" to third-party logistics providers, and creating new models for urban freight consolidation centres;
- find local private-sector initiatives and projects to develop urban logistics that are innovative and economically viable;
- deploy a network of 1,000 Pickup Station parcel lockers by the end of 2016, at post offices and in high-traffic areas;
- study the downstream logistics of MIN national public markets to improve the transport of food products in city centres and support Chronopost Food's launching of express transport services for foodstuffs.

<sup>(1)</sup> Urban logistics is "Optimising the flow of goods to, from and within urban environments". Urban logistics is therefore the first or the last link in a logistics chain, where transport means are expected to be more environment-friendly, yet economically viable.

## Urban logistics deployment project

	In 15 of France's largest cities	In the 40 cities with over 100,000 inhabitants
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Low-emissions delivery in city centres</li> <li>• Deployment of pick-up lockers</li> </ul>	<ul style="list-style-type: none"> <li>• Low-emissions delivery</li> <li>• Pick-up lockers in one or two post offices, if the location is strategic for Pickup</li> </ul>
<b>Progress at end 2016</b>	<ul style="list-style-type: none"> <li>• Service has been rolled out in seven cities: Toulouse, Lyon, Bordeaux, Strasbourg, Grenoble, Aix-en-Provence and Montpellier.</li> </ul> <p>286 lockers have been installed in Paris, Toulouse, Nantes, Rennes, Marseille, Toulon and Strasbourg (e.g. in train stations).</p>	<ul style="list-style-type: none"> <li>• Service has launched in 26 large cities.</li> <li>• Service will launch in the first quarter of 2017 in the 14 remaining cities.</li> </ul>



Tools to assess the environmental impact of delivery modes and of lockers in particular are being developed. A survey conducted in 2016 by Opinion Way for Pickup gives some idea of the advantages that Pickup Stations offer for the environment and for customer satisfaction. According to this survey:

- 51% of customers select locker delivery because it adapts more easily to their schedule;
- 89% of respondents feel that the locker must be less than 2 km from their home or workplace;
- 67% of customers walk to their locker;
- 68% of customers pass by their locker on their way to work;
- 96% of customers are satisfied or very satisfied with the locker delivery service.

### In Germany, GeoPost is testing the use of microsites and bicycle delivery in downtown Nuremberg

This pilot project to test the use of microsites for urban logistics, is led by the Nuremberg Institute of Technology. The objective is to develop innovative last-mile solutions and test them under real conditions. GeoPost's subsidiary DPD Germany is participating in this test along with GLS. Parcels intended for merchants, businesses and consumers are dropped off in containers, vehicles or buildings in a central location from which DPD and GLS make their deliveries by bicycle or cart, resulting in zero emissions and reducing traffic in congested city centres.



## Levers to reduce GHG emissions, noise and local air pollution from the transport of goods

### G4-EN30

Le Groupe La Poste's fleet of over 100,000 vehicles covers over 1.6 billion kilometres a year in France alone and comprises:

- 27,934 bicycles, of which 88% are electric
- Motor vehicles, including 4,163 two-wheel motorbikes, more than 52,000 light vehicles and 1,163 trucks

### Key figures for Le Groupe La Poste's transport activities

1,426 million tonnes of GHG were transport-related in 2016. There were 36,456 electric vehicles (36% of the fleet), including:

- 865 delivery carts;
- 24,604 electric bicycles;
- 6,842 passenger cars and light commercial vehicles<sup>(1)</sup>;
- 1,051 Quadéo quadricycles;
- 3,094 three-wheel STABY® motorcycles.

Le Groupe La Poste employs various levers to reduce greenhouse gas emissions, air pollution and the traffic congestion caused by the transport of goods, which are related to technology, logistics, behaviour and procurement.

### Technology – increasing the share of eco-friendly vehicles in the Group's fleet

#### Electric and low-emissions vehicles

The replacement of internal combustion vehicles with electric vehicles makes a substantial contribution towards reducing GHG, air pollutants (especially particulates and NOx) and noise pollution. Charging electrical vehicles from a guaranteed renewable energy source further increases their ecological benefits. Le Groupe La Poste has one of the world's largest fleets of electric vehicles. The three-wheel Staby®, which is replacing conventional two-wheel motorcycles, offers more carrying capacity and is easier to use. Since the Staby®, which was designed and built at La Poste's request and tested within the Group, has encountered some development problems, the objective of replacing all conventional internal-combustion motorcycles by the end of 2016 has been deferred until the end of 2017.

### ADEME's "Objectif CO2" charter signed by La Poste

On 18 December 2014, La Poste signed the "Objectif CO<sub>2</sub>" charter developed for road freight transport companies by ADEME, the French agency for the Environment and Energy Management, thereby committing to reduce its GHG emissions by 6.5% by 2017. Chronopost renewed its commitment in 2016, signing the charter for the third time and pledging to cut its GHG emissions by 5% by 2018.



We share the vision and commitment of local communities and support their initiatives. We also support rules, decided in consultation with local businesses and citizens, to gradually regulate access to city centres, and efforts to develop fuel and power infrastructure that will facilitate the use of low-emissions vehicles in downtown areas. These challenges will also be fantastic opportunities for French companies.



**Frédéric Delaval**, head of the Ecomobility BU and of the Urban Logistics priority common project.



[1] Including nine hybrid vehicles.

**The Group is testing and gradually deploying**

**low-emission motors and fuels**, such as natural gas, especially for vehicles of 3 cubic metres or more that are used in city centres. One clear sign of Le Groupe La Poste's progress in this area are the entry of two natural gas vehicles (a 10-cubic-metre van and a tailgate vehicle) in the La Poste "standard" vehicle catalogue. In the second quarter of 2017, the catalogue will also feature natural-gas powered light commercial vehicles of 3 and 4 cubic metres. GeoPost has purchased 80 natural-gas vehicles (NGV).

In April 2016, La Poste purchased its first natural-gas powered 19-tonne truck, a D WIDE GNV made by Renault Trucks. It will be used to deliver mail and parcels in Paris and in the inner suburbs.

Pursuant to the objectives of the Urban Logistics project (see page 83), the Group has given low and very low-emissions vehicles a prime place in its catalogue. One example is Vehigreen, "the green delivery vehicles", for La Poste and its subsidiaries. At the end of 2016, over 164 orders for NGVs had been placed.

In terms of their environmental benefits, NGVs reduce GHG emissions by about 15%, NOx by 50% and particulate emissions by up to 95%, compared to a standard diesel engine vehicle. NGVs also create less noise pollution.

**The following projects to develop the use of hydrogen-powered vehicles were pursued in 2016:**

- The European **Mobypost project**, which is being conducted at the mail preparation and delivery platforms of Audincourt and Lons-le-Saunier, involves using hydrogen fuel cells to power electric mail delivery vehicles and solar panels to produce the hydrogen, which is stored and distributed at the site. At the two sites, ten 1 m<sup>3</sup> vehicles equipped with fuel cell are being co-developed with postmen. After one year, these vehicles have been tested over 3,500 km under real operating conditions.
- The **Hyway project**, which involves testing, along with 18 customer-users, 50 Kangoo ZE equipped with hydrogen fuel-cell powered range extenders. La Poste has contributed five hydrogen-powered Kangoos for this project: three at Sassenage, with shared fuelling stations, and two at Albi.
- The **Vahy project**, which began in April 2015, involves testing, in collaboration with Pragma Industries in Mouguerre, 10 models of Cycleurope electric bicycles equipped with fuel cells.

Until technologies can be developed that will enable only low-emissions vehicles to be used, La Poste will continue to renew its fleet of internal combustion vehicles.

As soon as the Crit'Air programme (which seeks to reduce air pollution by giving the most environment-friendly vehicles preferential access to city centres), came into effect Le Groupe La Poste obtained the appropriate anti-pollution stickers for all vehicles managed by Véhiposte. This will enable it to be prepared for future regulatory measures. For its efforts to improve air quality, on 5 January 2017 La Poste received an honorary award from Ségolène Royal, the French Minister of the Environment, Energy and the Sea.

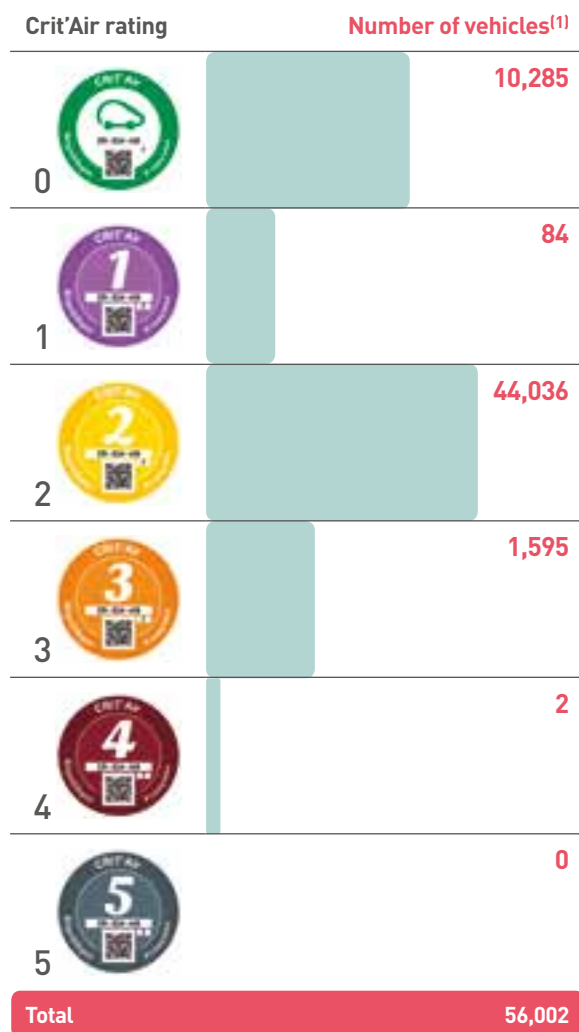
**Le Groupe La Poste's partnership with Renault to find new mobility solutions**

Independently of their business relationship, on 31 October 2014, the two groups signed a partnership agreement to cooperate on future mobility challenges. Their research and pilot projects have four main objectives:

- Increase the range of delivery vehicles to accelerate their deployment, particularly by developing aluminium battery technology
- Reduce the emissions of vehicles used in urban environments
- Contribute to the future of mobility through connected vehicle technology
- Develop larger electric vehicles

In 2016, the partnership focused its efforts on this last point to develop vehicles that are better adapted to delivering less mail and more parcels.

**The Crit'Air anti-pollution ratings  
of the vehicle fleet that Véhiposte manages  
for Le Groupe La Poste**



(1) Scope: only vehicles in use at 31 December 2016, excluding two-wheel motorbikes owned by Véhiposte

Of the Group's internal-combustion passenger and light commercial vehicles that are managed by Véhiposte, 78% currently comply with the Euro 5 standard. Over the coming years, advances in telecommunications technology will facilitate ecomobility. For example, most new vehicles on the market are equipped with an onboard computer that monitors the vehicle's technical characteristics and condition and driver behaviour and can inform the driver in real time. Véhiposte has been working on this and aims to equip 10,000 of the Group's vehicles with these technologies by 2017. With three trials underway and 2,000 vehicles equipped so far, Véhiposte is on target to achieve this objective.

**Logistics – optimising delivery rounds and loads**

**New delivery models**

Since 2013, Le Groupe La Poste has deployed eight new delivery models that are able to meet its service quality commitments, accommodate new services (such as home services and local logistics), reduce work hardship while enhancing the employability of the Group's employees, decrease the structural costs of buildings and delivery vehicles, and promote Group synergies by combining and pooling products and services. Six of these eight models reduce delivery route distances and enable the development of more environment-friendly delivery modes. By the end of 2016, the deployment ratio of these new delivery models was 44%.

**New loading methods and sharing of logistics resources**

By the end of 2016, "bulk loading" was used in 82% of national parcel transport links, compared to 79% at the end of 2015. Bulk loading optimises the usable volume of trailers and significantly decreases emissions per parcel carried by reducing the number of trailers required.

"Bulk" mode also facilitates the sharing of logistic resources. The objective is simple: carry a greater number of diverse items per kilometre. To enable the development of local multi-flow logistics networks that optimise delivery and pick-up routes the Group's Regional Master Plan was revised in 2016.

Two trials involving swap bodies were conducted in collaboration with Chronopost in 2016, between the Bonneuil platform and the platforms of Lille and Vitrolles. The objective is to pool the use of swap bodies on existing Chronopost links. These trials will be pursued in 2017 and deployed on a larger scale if conclusive.

**Very low-emission delivery rounds**

In addition to developing its own fleet of low-emission and very-low-emission vehicles, La Poste's mail carriers continue to walk and use bicycles, which are gradually being replaced with electric bicycles that can carry heavier loads, facilitate mail delivery and provide a solution to the lengthening of delivery rounds observed in some areas, due mostly to urban sprawl.

At the end of 2016, 53% of mail delivery rounds were performed using an electric bike or on foot.

### **Behaviour – training employees in ecodriving and energy consumption management**

Since 2007, over 91,700 Group employees have received training in ecodriving. In 2017, Bemobi, the new ecomobility business unit, will oversee the deployment of Mobiperf, an innovative solution for the remote monitoring and assessment of driver performance. Véhiposte has developed a suite of tools for planning and optimising vehicle loads, including, for example, a budget simulator, a vehicle maintenance record, and a guidebook to vehicle management best practice. A visual alert system enables site managers to immediately see which vehicles are consuming the most energy. Employees can then use the vehicle's maintenance record to check its history of fuel consumption and expenditures and act quickly to determine what the problem is or correct driver behaviour if necessary. This system also includes management dashboards with local and national benchmarks for each site. In 2016, an alerting function was developed to ensure that site and other managers are specifically informed of problems that need to be dealt with quickly. This enables them to take immediate corrective action.

In 2016, the Services-Mail-Parcels business unit updated its new guidebook to reducing GHG emissions and distributed it to managers in post offices. This guidebook describes the things that can be done to reduce emissions, their potential benefits and their practical implementation.

### **Procurement – using environmental criteria to select transport contractors**

For several years now, purchasing specifications for transport services have included various environmental criteria. These criteria – which include, for example, fuel consumption, compliance with European standards, observance of the Ecology Ministry's "Carriers' CO<sub>2</sub> Objective" Charter, and the use of alternative fuels, such as natural gas – are weighted above 10%, and other criteria, such as vehicle age and ecodriving training are also examined. To enable more granular management of contracted transport-related GHG emissions, since 2015 the Services-Mail-Parcels business unit has been asking its transport contractors to indicate the fuel consumption of each of their vehicles.

In 2016, more emphasis was given to selecting vehicles that comply with the most recent anti-pollution standard (Euro 6) and which use cleaner fuels, such as natural gas. More weight is also being given to the CSR criteria used to select carriers. Furthermore, Viapost now checks that all its contractors are complying with the Eurostandards requirements specified during the tender process. Any non-compliance is systematically reported and dealt with by the contractor.

An internal audit of the Services-Mail-Parcels BU's transport procurement process was conducted in 2016. Regarding CSR criteria, it was recommended that more be used when selecting carriers and that the claims made by carriers during the procurement process be checked more thoroughly.



An urban delivery made using an electric vehicle.

## Lessening the environmental impact of business travel and commuting

The ecomobility policy does not only apply to transport that is directly related to the Group's activities, but also covers business travel and employee commuting, for which specific company mobility plans are prepared.

### Business travel

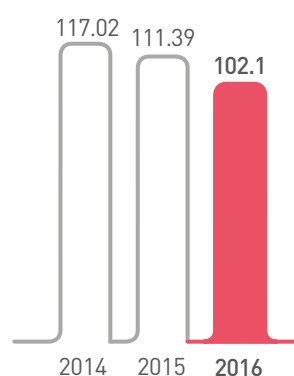
To reduce or limit the GHG emissions associated with business travel, La Poste has adopted a policy of using trains instead of planes and of holding meetings by video conference whenever practicable.

Company and service cars in France are managed by subsidiary Véhiposte and by the business unit to which the cars are allocated. Their use is carefully tracked to monitor the number of kilometres travelled, fuel consumption, greenhouse gas emissions and costs, and thus optimise their operation. Véhiposte has a smartphone application that enables employees to monitor their use of their company car.

La Poste encourages its employees to use low-emission vehicles for their work-related travel. For example:

- Hybrid vehicles are proposed in La Poste's company vehicle catalogue.
- Company and liaison vehicles in the catalogue guarantee that GHG emissions will not exceed 120 g CO<sub>2</sub>e per kilometre since 2010.

### Decrease in the average GHG emissions rate of service and company vehicles managed by Véhiposte (in grams of CO<sub>2</sub> equivalent per km)



### GHG emissions associated with business travel by train and plane<sup>(1)</sup>

	2014	2015	2016
GHG emissions associated with business travel by train and plane in tonnes of CO <sub>2</sub> e	10,504	9,366	9,836

The 5% increase in GHG emissions, despite the Group's policy of promoting train travel within continental France, is attributable to the greater number of long-distance business flights to promote the Group's international expansion.

### Commuting – A new roadmap for company mobility plans

In 2016, 14% of the Group's employees were entitled to a commuting allowance that covers 50% of their public transportation or bicycle rental expenses. Since 2013, the La Poste employee framework agreement includes provisions for telework, which is also being extended to the Group's subsidiaries. The Group also employs digital means that reduce the need to commute.

In 2014, La Poste celebrated the tenth anniversary of its first company mobility plan (CMP). It now has over 60 CMP and ICMP (inter-company mobility plans) throughout France. The objective of these plans is to facilitate commuting and other work-related trips, while reducing their environmental impact, improving the quality of life at work by reducing transport constraints and accidents, and adapting workplaces to facilitate commuting for pedestrians and cyclists.

Le Groupe La Poste had adopted a new approach to CMP at La Poste sites that employ over 100 people in municipalities that require an urban mobility plan. This approach is compliant with the regulatory obligations of the Energy Transition Act, which requires new CMP (and which are also now simply referred to as "mobility plans").

After setting up the new CMP in 2016 at its La Poste Village head office (which employs about 4,000 people) a project was launched to deploy CMP at some 350 sites throughout France. It began with pilot testing at four representative sites in 2016.

This project involves all of the Group's relevant business units as well as national and local CSR, HR, Communication and managerial teams. Bemobi Conseil provides technical expertise and advisory services.

(1) These emissions are already included in total transport and building emissions.

## Lowering emissions of GHG and local air pollutants from buildings

### Exceptional real estate is a strategic asset for the energy transition

Le Groupe La Poste's has one of the largest real estate portfolios in France.

Located throughout the country, these buildings are a good example of La Poste's public service mission of regional planning and development.

The volume and the diversity of this building stock, in terms of individual building size, type and usage, make it quite atypical. It is also exceptional in terms of its overall volume and diversity.

The Group's over 11,000 buildings cover a surface area of 6.4 million square meters, of which 56% is wholly owned. Le Groupe La Poste's real estate portfolio plays an important role in its environmental policy, since buildings account for 11% of the Group's GHG emissions and the total annual energy expense is €85 million. La Poste's real estate is therefore a strategic lever for achieving the energy transition. This is why Poste Immo, the Group's property development and services subsidiary, is actively involved in all aspects of energy efficiency.

### Le Groupe La Poste, a producer of renewable energy

At the end of 2016, Poste Immo's subsidiaries PI Energy I and II managed 45 photovoltaic facilities with a total of 44,000 sq. m. of solar panels installed on the roofs of La Poste industrial buildings. These solar panels are capable of generating an annual 5 GWh and thus avoiding 2,250 tonnes of CO<sub>2</sub>e in GHG emissions in comparison with conventional electricity production technology. The Group is looking at ground-based solar power systems and the installation of solar panels on car park roofs, which could contribute to making buildings more energy self-sufficient. It is also conducting an experimental programme to generate solar power and produce and store hydrogen that will be used to power delivery vehicles.

### Levers to reduce the emission of GHG and local air pollutants from real estate

#### Incorporating environmental performance criteria into the Group's property management policy.

The two main objectives of Poste Immo's property management policy are to:

- Help Le Groupe La Poste and its business units develop their activities by optimising their property costs.
- Preserve the value of real estate while preparing for future opportunities.

This policy is founded on the following three basic principles, which underpin the management of all buildings, whether commercial, logistic, industrial or service sector:

- **Focus** – realign the real estate portfolio and keep property costs under control.
- **Invest** – improve the portfolio and enhance its value.
- **Develop** – observe a long-term strategy of value creation for the Group.

This policy seeks to ensure that the real estate portfolio is appropriately sized and able to meet current and new requirements. To optimise operating costs and address the work necessary to comply with market standards, the policy takes into account the carbon performance of buildings and current and future regulatory obligations. A broader concept than energy performance, carbon performance takes into account construction materials, transport-related considerations and the preservation of biodiversity as well as energy consumption. Investment and divestment decisions also contribute to improving overall performance.

As part of its CSR policy, Poste Immo has committed to building a positive energy building for a new commercial construction project. This commitment was confirmed in 2016 with the off-plan purchase of the Opale property development, which will cover 16,900 square metres at the La Poste Village site, next to the Lemnys building at Issy-les-Moulineaux. The development meets positive-energy standards, which means it will produce more energy than it consumes. It also complies with the stringent HQE and BREEAM environmental quality standards.



### Enhancing the energy performance of existing buildings

In order to achieve a “2050 compatible” level of energy efficiency, since 2015, major repair and maintenance work is subject to specific procedures and technical requirements. Regarding general renovation work, Poste Immo’s minimum objective is to achieve compliance with Effinergie BBC Renovation requirements and to observe the recommendations of the major environmental quality labels and certificates. Since 2010, Poste Immo has obtained at least one environmental certificate for some 20 buildings completed or under construction. This represents 4.5% of the total surface area of the Group’s properties (179,500 sq. m.). From 2011 to 2016, Poste Immo reduced the energy consumption of the buildings it manages by 8%, which is on track with its 15% reduction target by 2020. Since 2013, Poste Immo has been engaged in a vast campaign to get lease-holders to sign “environmental riders” to their lease agreements; in compliance with the regulatory requirement of 4 July 2013 (this is obligatory for leased properties that exceed 2,000 sq. m.). In December 2014, Poste Immo launched the “green lease rider” sustainable development initiative, which identifies sites that need to be brought into environmental compliance and makes building occupants aware of the important role of their day-to-day actions to save energy. Green lease riders have been implemented on over 100 buildings, either to comply with a green-lease type regulatory requirement, or voluntarily, in accordance with the national charter to improve the energy efficiency of public and private-sector buildings, or, for example, through participation in the Cube 2020 competition. In 2016, 100% of the Green Lease Committee meetings organised by Poste Immo were held at the participating buildings. Poste Immo has extended this initiative to include leases on smaller properties. When a building has a lease that is subject to regulatory requirements, all of the building’s leases must include an environmental rider.

Since 2014,  
**205**

green leases have been signed for 39 buildings

Poste Immo competes regularly in the Cube 2020 contest, which is organised by IFPEB, the French Institute for building Performance. For a full year, service-sector building users observe best practices and fine-tune their building’s systems and equipment to see who will be able to save the most energy.

For the 2016 contest, Poste Immo entered 40 buildings, winning Grand Prizes for three and placing eight among the top 20. This makes Poste Immo the overall winner of this contest. It also won first prize in the under-2,500 sq. m. non-certified category, second prize in the 2,500-5,000 sq. m. non-certified category, and third prize in the 5,000-12,000 sq. m. category. Poste Immo also won three medals in the semi-industrial category. In all, Poste Immo was awarded six platinum medals, two gold medals, eight silver medals and five bronze medals. The 40 buildings entered achieved energy savings of 12.6% for the year.

### Innovating to boost carbon efficiency

Poste Immo also wants to be a springboard for innovation and is currently involved in experiments with new technologies, new types of contracts and new methods of collaboration. The Group’s real estate subsidiary also engages with its partners to prepare for the large-scale deployment of innovative devices for measuring and controlling building energy consumption.

In 2015, Poste Immo and seven other companies joined the Real Estate Incubator Programme, which is part of the Paris&CO innovation platform. This programme supports the development of innovative start-ups and brings them to the attention of leading groups and companies. This gives Poste Immo the opportunity to use La Poste’s real estate, with its complex management and optimisation needs, as a laboratory to test new technologies and open innovation. Six experimental projects were developed for this purpose.

For the renovation of La Poste’s museum, Poste Immo is experimenting with building information modelling (BIM). Drawings are used to create a digital model that includes all of a building’s technical installations. Having all information in the same architectural design tool makes it possible to optimise sustainable management.

Lastly, along with EGIS and Caisse des Dépôts, Poste Immo is one of the driving forces behind the creation of SOBRE (see page 109).



### Obtaining 100% renewable electricity of guaranteed origin

Pursuant to the NOME Act, which opened up competition in the electricity market, in October 2015 a call for tenders was issued to procure electricity for 1,300 sites (mainly mail distribution facilities, parcels offices and large service sector buildings), which account for 66% of the total energy consumption of all postal buildings. In 2016, a second call for tenders enabled the Group to obtain 100% renewable electricity of guaranteed origin<sup>(1)</sup> for all of the buildings managed by Poste Immo.

The latter contract covers procurement from 1 May 2016 to 31 December 2019. These two contracts will also enable the Group to obtain renewable electricity for its fleet of electric vehicles and reduce the use-related greenhouse gas emissions of its IT equipment (see opposite). Viapost's subsidiaries (Vlc, Stp and Neolog) also purchase renewable electricity.

The gradual transition to the procurement of electricity of renewable origin for the buildings that Poste Immo manages has reduced GHG emissions associated with electricity consumption by more than 26,000 tonnes of CO<sub>2</sub> equivalent. Within this scope, although renewable electricity accounts for 76% of the electricity used in buildings, it is responsible for only 26% of the associated GHG emissions.

### Improving the energy efficiency and comfort of post offices

At the end of 2016, the La Poste sales network consisted of 8,835 post offices and 17,133 sites in all, with a total surface area of 1.866 million square meters. Improving the energy efficiency of post offices can therefore make a large contribution to reducing GHG emissions.

Since 2012, the La Poste Network has been working with Poste Immo to deploy the "Sustainable Development Post Office Renovation Programme". The objective is to ensure that post office renovation work (some 500 are renovated each year) improves energy efficiency and comfort. Depending on the extent of the overall renovation, this work may involve the lighting, ventilation, cooling and insulation systems.

But the La Poste Network wanted to do more than this and determine how maintenance work and the energy-saving practices of employees could also save energy.

## Reducing the GHG emissions of information and communication systems

Le Groupe La Poste has a very large stock of IT equipment that includes data centres<sup>(2)</sup>, some 17,000 servers, 157,000 work stations, 76,000 printing systems, 40,000 active mobile phone lines for professional use and 100,000 lines for the Services-Mail-Parcel business unit's Facteo programme. La Poste has taken several steps to reduce the environmental impact of its information and communication systems.

### Assessing the GHG emissions of IT equipment

Working with Dotgreen/Systancia<sup>(3)</sup>, Le Groupe La Poste has developed Greenargile, which assesses the GHG emissions of IT equipment during the three lifecycle phases: production, use and end-of-life.

Greenargile also enables IT department managers, buyers and technicians to compare sustainability attributes before purchasing.

After completing an extensive inventory of its IT equipment in 2015, the Group calculated its IT carbon footprint for a scope that comprised La Poste SA, La Banque Postale, Poste Immo, Véhiposte, Chronopost SA, Mediapost SA and Docapost. The carbon equivalent of the greenhouse gas emissions of the 600,000 items of IT equipment was estimated to be 51,000 tonnes. Energy consumption was estimated to be 166 GWh. To determine the savings achieved, the Group plans to conduct another assessment in 2018.

(1) The electricity supplier must purchase enough "guarantees of origin" to cover the customer's consumption. Each guarantee represents a specified number of Megawatt hours of renewable origin that was produced and supplied to the mains network.

(2) The largest are at Clermont-Ferrand, Trélazé and Saint-Ouen.

(3) Dotgreen/Systancia is a young and innovative software company that is well-known for its commitment to innovative energy-reduction technologies. In collaboration with La Poste, Dotgreen/Systancia has developed Greenargile, which can assess the long-term carbon footprint of IT resources in compliance with an ADEME-approved methodology.

## Reorganising IT system architecture and improving data centre energy efficiency

In addition to optimising its infrastructure, Le Groupe La Poste has also asked its data centre hosts to improve the energy efficiency of their facilities and reduce the PUE indicator<sup>(1)</sup>, which is currently 1.8.

## Monitoring the energy consumption of workstations

A solution for monitoring workstation energy consumption was tested at the Group head office in 2012. It has since been deployed to La Poste SA (excluding subsidiaries).

## Increasing employee awareness

To promote best practice in the day-to-day use of IT equipment, awareness-raising campaigns are conducted locally at Group sites.

## Using environmental criteria to select IT and telephone equipment

La Poste's purchase specifications for IT and telephone equipment include specific requirements for energy performance or certification, such as the EPEAT<sup>(2)</sup> Gold rating for computers. Environmental criteria account for 15% to 25% of a vendor's overall score. All post office computers purchased since 2012 are EPEAT-rated and all printers, photocopiers and TV screens purchased since 2014 also bear the Energy Star label.

In 2016, a guide to help prepare tenders was distributed to the Group's purchasing staff. This guide covers the purchasing of equipment, and provides a comprehensive approach that covers CSR and technical aspects in considerable detail. It also indicates the minimum criteria that purchasing staff must require and helps them assess supplier claims, particularly with respect to CSR criteria.



Using Greenargile, La Poste can measure the GHG emissions of all IT equipment and devices, including servers, computers, printers and smartphones.

(1) The Power Usage Effectiveness (PUE) indicator is a universally recognised measure of data centre energy efficiency.

The closer the indicator is to 1, the more energy-efficient the data centre is

(2) An internationally recognised quality standard on the ecodesign of IT and electronic products. It includes the Energy Star label.

## Using ecodesigned software for more energy-efficient applications

In early 2016, the Information Systems and CSR departments of the Services-Mail-Parcels and Digital Services business units co-wrote a Software Ecodesign Guide for developers of the Group's in-house applications and websites. Ecodesign reduces storage space and server power requirements, energy consumption and the associated GHG emissions. It also accelerates customer website navigation, which means less time spent online and less energy consumption. This pioneering approach resulted in 49 best practices which the IT teams of the two business units are implementing through awareness-raising campaigns.

"Responsible software" audits have been performed on ten La Poste online services. These audits, which include ecodesign and/or accessibility criteria, quantify the impact of these services on GHG emissions. They are conducted using a comprehensive life-cycle approach that includes the underlying infrastructure for which La Poste is not responsible (such as the customer's terminal) to comprehensively cover an entire function, such as "forwarding e-mail". The experience that La Poste has gained enables it to contribute to the preparation of future certification standards on the ecodesign of digital services.

### A member of the Green IT Club

To face the twin challenges of the digital and energy transitions, Le Groupe La Poste was one of the first members of the Green IT Club, which was founded in 2014 by Renault, Pôle emploi, SNCF, Solocal Group (Pages Jaunes) and IT-CE, a subsidiary of BPCE. In 2016, the Club published a Green IT benchmarking tool which will enable major French IT users to determine what they can do to develop a more sustainable information system.

## Contributing to the rise of the circular economy

Le Groupe La Poste has committed to support the 'circular economy', in accordance with the French Energy Transition Act. The main challenges are the handling of waste electric and electronic equipment and the responsible use of paper.

### Including circular economy criteria in the procurement process

When making purchases, Group entities take circular economy criteria into account to various degrees. The Services-Mail-Parcels business unit, for example, uses them when purchasing energy or trade show stands, or when closing down a site. In 2016, a trial was launched to test the use of circular economy criteria when purchasing clothing, printer ink cartridges and disposal services for waste electrical and electronic equipment.

### Responsible paper consumption

In 2016, the Group's paper consumption decreased 1.8%, to 21,656 tonnes of paper, 90.2% of which was purchased responsibly (vs. 92.5% in 2015). There was a significant increase in the ratios of recycled paper (+0.6%) and ecocertified paper (+3.6%) in 2016. All Group entities have been encouraged to purchase paper that is environmentally responsible, i.e. has been recycled or is ecocertified and/or was made from wood obtained from a sustainably managed forest. The ultimate objective is 100% responsible paper.

## Responsible paper consumption at Le Groupe La Poste

### G4-EN1

	2015	2016
Paper from sustainable forests	68.1%	61.6%
Ecocertified paper	18.8%	22.4%
Recycled paper	5.6%	6.2%
Non-sustainable paper	7.5%	9.8%

## Ensuring equipment reuse and waste collection and recycling

To maintain the highest quality of service, Le Groupe La Poste regularly replenishes its stock of vehicles, furniture, IT hardware and other equipment.

### Second lives for postal equipment

#### Vehicles

When a vehicle has reached the end of its postal service, Le Groupe La Poste tries to find it a second home. Véhiposte, for example, sells vehicles that are no longer needed to car dealers and employees. Furthermore, under Véhiposte's agreement with Renault Vehicle, some of the 10,000 vehicles that La Poste returns annually when their leases expire are resold through a network of participating Renault garages. To accelerate the transition from an "economy of ownership" to one of functionality and use, in early 2014 La Poste launched the "Postal Car" pilot project, which enables employees to use postal vehicles for their personal needs when they are available in the afternoon or on weekends. This pilot project helped Bemobi put the finishing touches on its new car-sharing fleet management service.

#### Furniture

When La Poste moves or shuts down a postal site, it increasingly seeks to redeploy furniture within the company or donate it to a social economy organisation, instead of simply throwing it away. When staff was moved from the Atlantique building in Paris to the La Poste Village in Issy-les-Moulineaux, 97% of the 4,400 pieces of furniture were donated to be reused. This included, for example, 750 stationary cabinets, 1,600 chairs, 650 desks and 680 mobile filing cabinets. Only furniture that was damaged was considered to be waste.

### La Poste's heritage

Under a partnership agreement signed in 2013 with employment NGO ExtraMuros, which designs and creates artistic and useful items from recycled materials, La Poste gives a second life to its branded fabric, sorting boxes, industrial equipment and other items. In 2016, the Lapetitefabriquepostale.fr website collaborated with the La Poste Museum to support its efforts to preserve the Group's postal heritage and give the general public the opportunity to purchase La Poste branded products online.

### La Poste makes spectacular progress in the PAP50 ranking

La Poste did very well in the 2016 PAP50 ranking of the paper management policies of 50 large French companies and is now in 5th place with an overall rating of 75 out of 100. During the last ranking, in 2013, La Poste was No. 22, with an overall rating of 49. The PAP50 surveys serve to evaluate the paper management policies of major private-sector groups and government institutions in France, in view of improving their environmental performance. The survey covers such aspects as paper consumption, environmental responsibility, the selective pick-up and sorting of waste paper, and commitments to improve responsible paper management.

## Waste management

Le Groupe La Poste's business activities generate a wide variety of waste that includes electrical and electronic equipment, office paper, packaging, cardboard boxes, pallets and plastic.

### Consolidating waste to optimise waste treatment

The Services-Mail-Parcels business unit produces small quantities of waste that are dispersed throughout France. Whenever possible, available means of transport on existing routes are used to funnel waste from small sites to larger ones. Consolidating waste in this way makes it possible to provide waste treatment companies with amounts of waste that can be recycled economically.

### Paper and cardboard waste

The recycling of office paper has been progressively deployed since 2012, with the Recy'go service. The sorting and recycling of flyers, cardboard and plastics was launched in 2014.

For the Services-Mail-Parcels business unit, at the end of 2016:

- 80% of the paper recycling target has been achieved.
- 40% of the cardboard recycling target has been achieved. With the national action plan, 100% of this target (i.e. 1,000 tonnes) should be achieved by the end of 2017.

### Waste electrical and electronic equipment

The Group has set up a process to reclaim and recycle waste electrical and electronic equipment (WEEE). As a result, 89% of the WEEE discarded by La Poste in 2016 was recycled. Some of this recycling is entrusted to companies in the social and solidarity economy that employ people with disabilities.

At the La Poste Network, used printer cartridges are recycled in a unique and innovative partnership with Lexmark that enables cartridges to be collected at both large and small sites, whether urban or rural. A third of these cartridges are cleaned, filled with ink, tested and reused, while the remainder are recycled in accordance with Lexmark's policy of zero incineration and zero landfill disposal. About 99% of the recycled materials (ferrous and non-ferrous metals, aluminium and polymers) can be reused. The remaining 1% is processed in a waste-to-energy plant.



The sorting of electrical and electronic waste at La Poste by LOXY, which employs the disabled.

### Construction waste

Poste Immo has made a commitment to improve waste management at its construction sites. To reduce the environmental impact of this waste and promote a circular economy process, the Group's real estate subsidiary has implemented best-practice procedures for avoiding and managing construction waste. A key objective is to achieve the following ambitious waste recovery rates for all types of construction work and all projects regardless of size:

- an overall inert waste recovery rate of 75% by weight (by 2017) and then 85% by 2020;
- a non-hazardous, non-inert material recovery rate of 70% by weight (by 2017) and then 80% by 2020

In 2016, Poste Immo distributed a kit on construction waste avoidance and management and selected 10 pilot construction sites to test its waste management policy.

This guide, which is intended for worksite personnel, shows that waste can become a valuable resource and emphasises the importance of waste avoidance and management in the construction industry.

In order to raise awareness along the entire value chain, Poste Immo went on a 'Tour de France' to present its waste management policy and tools.

La Poste is also a member of the Circular Economy Institute's Working Group on Construction (see page 110).

# Preserving biodiversity

## G4-EN12

Among the Group's activities, its emissions of greenhouse gases and local air pollutants and consumption of natural resources have the most impact on the biological balance of natural environments and on protected animal and plant species. Accordingly, the Group has adopted policies in both of these areas.

The land area occupied by the Group's buildings also has a substantial impact on biodiversity.

Poste Immo has mapped all its buildings in Priority Environmental Areas and has conducted biodiversity audits on some of these. A general awareness-raising booklet was also made available to all Group employees and regional authorities.

The Sustainable Building Programme<sup>(1)</sup> entrusted Poste Immo with the task of co-leading the Building and Biodiversity Working Group for the construction industry. The report that resulted from this work, which was made public at the end of 2015, summarises the main biodiversity challenges and presents 20 proposals that will enable property developers and construction companies to address biodiversity issues more effectively during construction and renovation work and along the entire real estate value chain.

As a property developer and provider of property services, Poste Immo has made the preservation of biodiversity an integral part of its CSR policy. It develops awareness raising tools for all stakeholders, with specific examples taken from major renovation projects (see boxed text below).

Poste Immo also provides its regional departments with beehive kits, which can be installed on the roofs of certain buildings. 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 in addition to such high-profile urban sites as La Banque Postale's head office in Paris and the Paris-Louvre post office.

Lastly, the CLIMATE + Regions Programme (see page 103) makes a strong contribution to preserving biodiversity in France's Massif central region.

### Three examples of addressing biodiversity in major renovation projects

**The TriAngle Saint-Charles project** in Marseille, which is currently seeking leaseholders, will be the first building to obtain the **Effinature®** quality label. For the **Paris La Boétie project**, the green surface area was increased by 72%. Poste Immo's participation in the HQE Biodiversity Performance Test helped improve biodiversity assessment tools in the construction industry.

Poste Immo is one of the 33 signatories of the City of Paris' "100 Green Hectares Charter", which seeks to plant vegetation on 100 hectares of the city's roads and façades. The **Paris La Poste du Louvre project**, which obtained HQE, BREEAM and LEED certification under the **guidance of an ecologist**, will help achieve this objective.

<sup>(1)</sup> Launched in January 2009, the Sustainable Building Plan brings together a large network of construction and real estate companies for the common purpose of achieving specific energy performance targets in the construction industry. The plan was created under the aegis of the Ministry of Housing, Ecology, Sustainable Development and Energy (see <http://www.planbatimentdurable.fr/publication-du-rapport-batiment-et-biodiversite-a943.html>).



# 7

## Sustainable regional economic development

- P. 100 — Le Groupe La Poste, a leading force in regional planning
- P. 104 — Implementing a programme spanning the entire value chain
- P. 107 — Galvanising new sectors of the economy
- P. 111 — Supporting and developing the local economy



Le Groupe La Poste and its activities are deeply embedded in regional life and planning through its public service missions, its employees, the number and variety of its customers, and its far-reaching footprint across the regions. With its long history, the public interest is in its lifeblood. Sustainable regional economic development and employment are central to its commitment to CSR.




The Group ensures that its employees focus on serving local communities, carefully fulfilling its public service mission and nationwide coverage requirements. It galvanises new areas it moves into – a crucial factor for the success of its transformation.

It provides assistance with the implementation of public service activities, and support for new economic models and innovation within society.

Through its size and large role in the French economy, it also aims to harness its position as a very large buyer to promote the development of emerging sectors (renewable energies, ecomobility, silver economy, circular economy, etc.), and of an ecosystem ultimately geared towards improving access for all to essential goods.

**Progress achieved towards key objectives:**

	Aspect	2020 objectives	Progress at 31 December 2016	
Communities	Regional planning	Develop revenue with public authorities, in particular to support public service activities	Modernisation of public service activities revenue: €5 million (written driver's licence exam after six months in operation)	✱
		Achieve the objectives set in the contract with the government for public service missions	96.8% of the population lives less than 5 km or less than 20 minutes by car from a La Poste outlet	✱
	Responsible purchasing	Increase purchases from the social and solidarity economy. Objective: €20 million per year in 2020 (integration + disabled and sheltered sector)	€21.58 million in purchases from the integration and the disabled and sheltered sectors	✱

 Target not achieved
  Target surpassed
  Progress in line with set target

## Le Groupe La Poste, a leading force in regional planning

G4-EC7

### La Poste's four public service missions

The French Law of 2 July 1990 entrusted La Poste with four public service missions. The arrangements and framework for these missions are laid down in an agreement between La Poste and the French government in place since 2001. For further information about the Group's public service missions, refer to the 2016 Registration Document.

These public service missions, which form core pillars of the Group's identity, encapsulate its contribution to the development of public interest policies. The missions entrusted to La Poste – universal postal service, a contribution to regional planning, press transportation and delivery, access to banking services – help to maintain and strengthen the fabric of French society.

### Obligations

Article L1 of the French Postal and Electronic Communications Code (CPCE) states that: *"The universal postal service shall foster social cohesion and promote the balanced development of the country. It shall ensure respect for the principles of equality, continuity and adaptability while striving to maximise economic and social efficiency. It shall guarantee all service users throughout the country permanent access to postal services of specified quality. Affordable postal services shall be provided to all users."*

The French universal postal service includes pick-up and delivery six days a week country-wide, which goes beyond the five-day-a-week service levels required in the European guidelines. It may even exceed these levels to meet customer demand.

The density of the postal network coverage ensures that 96.8% of French inhabitants are less than 20 minutes or 5 kilometres from a public outlet in France, and this benefits individuals and companies alike. All postal operations are available at over 17,000 retail outlets. With the roll-out of digital tablets at the 1,059 local postal agencies and the La Poste Relais outlets, services are now even simpler to use. Maintaining a postal service footprint across the length and breadth of France is a constant priority for local elected representatives. Accordingly, institutional bodies are taking more steps to bolster the structure of postal services.

At national level, the National Observatory of Postal Coverage established in December 2007 monitors

the implementation of the local postal coverage agreement. It monitors the management of the equalisation fund, the work of the CDPPT (departmental commissions dedicated to local postal coverage) and any changes in La Poste's coverage. It attempts to find concrete ways to strengthen the relationships between La Poste and its partners.

### Rolling out new forms of postal coverage

Partnerships (postal agencies and La Poste Relais outlets) are finding their feet, and new forms of shared service provision (public service centres and mail carrier-counter clerks in post offices) are taking shape. The goal is to maintain postal coverage in rural areas, in urban priority neighbourhoods and in French overseas departments.



La Poste performs the universal postal service mission.

### New forms of postal coverage

**La Poste Relais outlet:** a new type of service outlet based on agreements with retailers (national chains, local stores, tobacconists, social and solidarity economy organisations). It offers a new form of local service, with longer opening hours, meeting the needs of citizens. This type of outlet can be found in both urban and rural areas.

#### Urban areas:

**Expert office:** provides personalised services, with a stronger presence for La Banque Postale and for businesses.

**Advisory office:** delivers general advice for banking customers and Pros.

**Convergence Pros office:** an advice- and/or expertise-focused format still being tested with Pros areas and a specialised postal offering for businesses.

**Service office:** offers the full basic range (La Banque Postale, Services-Mail-Parcels, La Poste Mobile), plus complementary services being trialled (travel, tourism, co-working, theory test for French driver's licence applicants).

#### Rural areas:

**Mail carrier-counter clerk:** a means of keeping low-traffic offices open in rural or semi-rural areas, offering synergies between Network operations and the Services-Mail-Parcels business unit.

**Local/intercommunal postal agency:** service outlet introduced under agreements with local authorities (municipalities, joint municipal authorities, etc.), usually located in town halls.

**Public service centre:** La Poste and the French Ministry of Housing and Regional and Rural Equality formed a partnership in 2015 to accelerate the deployment of public service centres. To improve the proximity and quality of public services, 500 low-traffic post offices had been converted into public service centres by end-January 2017.

#### What is a public service centre?

A public service centre is a service point providing access to a wide variety of information where citizens can also set administrative formalities in motion. They are bricks-and-mortar facilities in rural municipalities – which, according to INSEE's classification criteria, have fewer than 2,000 inhabitants. They are staffed by an agent and provide digital access to the participating operators (La Poste, EDF, SNCF, Pôle emploi, Carsat, public health insurance agency, MSA, etc.).

### Group's expertise harnessed to promote public services

By developing new solutions, the Group aims to support the drive to modernise public service activities launched by the French government to make it "fairer, more efficient and simpler". To help it do this, it plans to take advantage of its regional presence and the knowledge it has gained over many years of citizens' needs and requirements, as well as its time-honoured tradition of engagement and partnerships with local authorities. As a corporation in full public ownership, La Poste is able to offer specially tailored solutions to support the French government, regional authorities and leading public-sector organisations with their own transformation in three key areas – regional presence and service to citizens, general administration, and public policy. It can do so in three main ways:

- Offering new solutions meeting demand among the French population for a regional presence and service to citizens
- Supporting implementation of public policy with funding, services and R&D
- Innovating and building partnerships.

#### New solutions meeting demand among the French population for a regional presence and service to citizens

##### Theory testing of applicants for a driver's licence

Under the driver's licence reform introduced by the Law of 6 August 2015<sup>(1)</sup>, La Poste was authorised from 2016 throughout France to test tens of thousands of applicants for a driver's licence on their knowledge of the highway code.

Since May 2016, La Poste has gained approval from the French government and has made premises available so that applicants for a driver's licence can sit the highway code test at a convenient time and near to home. Tests are held in groups (up to 18 applicants at a time) or for individuals (where applicants take the test on their own in a specially reserved area) for a charge set by the French government at €30.

By year-end 2016, 380 locations were available (complying with the operators' requirement to offer at least one venue in every department of France). 183,000 applicants took the highway code theory test between June and December 2016.

The Group plans to add another 200 new locations in 2017.

(1) Law on growth, activity and equal opportunities (so-called "loi Macron"), which states that the testing of applicants for a driver's licence on their knowledge of the highway code may now be conducted by approved operators. The idea behind this reform is to allow examiners to concentrate on the practical test and also to hold theory sessions as near as possible to where applicants live right across France.

Le Groupe La Poste is also considering ways of offering solutions closer to applicants. For example, a main exam centre could be set up temporarily at a secondary location close to them (e.g. a training centre, university).

### Supporting implementation of public policy with funding, services and R&D

#### Funding for the energy transition and social inclusion projects

In 2016, La Banque Postale stepped up its investments in major regional projects, including some in the renewable energy sector. It has already invested €500 million, and the total could reach €1 billion by 2018.

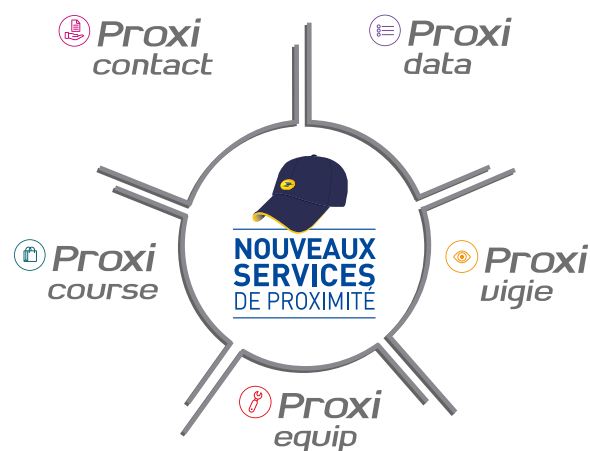
It has also developed ways of raising responsible and solidarity savings from individuals and institutional investors that are earmarked for energy transition purposes.

#### Residential energy upgrades led by Action Habitat

To accelerate the energy upgrade of residential premises across France and achieve the goal set in the legislation of upgrading 500,000 homes p.a., La Poste plans to support local authorities with their policy on refurbishing the housing stock. Action Habitat offers regional authorities an extensive and modular range of services. The goal is for them to use their resources as effectively as possible and scale up their efforts in this public policy area. These services encompass the identification and education of individuals affected by energy upgrade work, help with formulating their requirements, support with project definition and a system tracking the results achieved. Action Habitat, which was launched on 15 June 2016, recorded revenues of €500,000 and had raised awareness in over 16,000 households across 15 or so regions by year-end 2016.

#### Local services provided by mail carriers

Mail carriers visit each and every community in France six days a week. Over the past few years, La Poste has started to provide local services delivered by mail carriers. These services were rolled out by equipping mail carriers with a Facticeo-enabled smartphone between 2012 and 2015. More local services have been added over time, and there are now seven packages:



**Proxi contact:** helping to pass on information about public policy, informing citizens by explaining documents delivered to them, relaying information, gathering or exchanging documents

**Proxi data:** supporting the authorities with regional planning, identifying vulnerable individuals on behalf of the local authorities; gathering information from people who have recently moved into the area, conducting polling of the public and satisfaction surveys

**Proxi vigie:** maintaining social ties by visiting isolated individuals, and those in vulnerable situations, picking up where carers have to leave off, watching over homes when their inhabitants are away and reporting damage to public infrastructure

**Proxi equip:** helping to overcome the digital divide and set up more in-home services by having the mail carrier install simple equipment or helping people to get started with them

**Proxi course:** helping to reach out to the most isolated households, especially people with reduced mobility; providing an on-demand home delivery service of newspapers and magazines, medical and various other products.

### Supporting change through active participation in R&D programmes

Support for the modernisation of public service activities makes joint design with stakeholders a crucial part of the process. As a result, the Group began in 2016 the roll-out of new tools such as R&D agreements. Under an agreement with a local authority, the Group has undertaken to devote time and commit resources from its various areas of expertise to co-designing and producing a new service where a need has been identified. Working side by side, the Group and the local authority share the potential risks and expected benefits. At year-end 2016, Le Groupe La Poste had entered into four agreements of this type across France.

### Innovating and building partnerships

#### CLIMATE + Regions programme

To meet the strategic challenge of creating social and environmental value in France, La Poste and La Banque Postale developed in 2015 the new CLIMATE + Regions programme to support innovative projects. It has three main objectives – reduce the local environmental footprint, promote efforts to adapt to climate change and create value added in the regions.

In 2015, La Poste, La Banque Postale, the interregional public interest group for the development of the Massif central region (GIP Massif central), the national centre of forestry property (CNPF) and the forestry workers of the Massif central region formed a partnership. The goal is to improve on traditional forestry management. Instead, forestry owner groups commit to managing their forests to maximise environmental services (protection of biodiversity; carbon capture and sequestration; combat soil erosion; water filtration) and economic services (production of wood, energy, and timber; maintaining and creating employment in the forestry sector).

In 2016, two new projects were set in motion.

The first of these is focused on improving management of the Aquitaine forests (Dordogne). The second is the Agr'eau agroforestry and sustainable agriculture project launched by the French agroforestry association, the French institute of sustainable agriculture and the Arbres&Paysages 32 association. The Agr'eau project aims to revitalise the region through the introduction of sustainable agricultural practices. This involves building up a network of pilot farms in south-western France and deepening knowledge of agroforestry and soil conservation techniques.

### Participation in the Parisculteurs project

In 2016, the Paris La Chapelle postal site was selected in the Parisculteurs call for tenders held by the Paris city authorities to house an urban agriculture project on the building's roof. Leading the project is "Facteur graine", a community of employees committed to developing urban agriculture based on permaculture techniques and to creating jobs. It aims to introduce young and old to the joys of agriculture and to turn training positions into sustainable jobs.

### Member of the Inclusive mobility lab

Originally formed by Wimoov (previously called Voiture & co.) and Total, the Inclusive mobility lab<sup>(1)</sup> (LMI) aims to bring together the major – private, public and non-profit – mobility players to analyse the difficulties encountered by the most vulnerable sections of society (the elderly, young people struggling to find a job) and to offer solutions. LMI's goal is to bring attention in the public debate to the key challenges for daily mobility and to promote solutions improving universal access to mobility. Le Groupe La Poste joined the LMI in 2016. LMI's initiatives include an inter-university mobility and integration diploma, which was set up in tandem with the Paris-Créteil-Val-de-Marne and Paris-Est-Marne-la-Vallée universities. The course began in February 2017 with the first intake of trained professionals. Designed jointly with mobility and integration specialists, this training will then help to provide denser coverage to meet needs across France.

#### Outlook

In 2017, Le Groupe La Poste will continue working in tandem with local organisations to explore new areas, such as urban agriculture, agroforestry, energy services and inclusive mobility services.

<sup>(1)</sup> Inclusive mobility means autonomous mobility accessible to all and thus entails providing solutions physically and financially suitable for the most vulnerable individuals and those all too frequently excluded from mobility services.

## Implementing a programme spanning the entire value chain

Le Groupe La Poste's total purchases amount to €4.7 billion, or roughly one-fifth of its revenue.

Le Groupe La Poste has nearly 40,000 active suppliers.

All express delivery and parcel transport operators call on the services of subcontractors, in particular owing to the strong variability in workflows (for example, demand doubles between the summer period and Christmas). The subcontractors providing these activities are specialised transport and delivery businesses duly registered with the transportation registry and working for different internal decision-makers in the delivery sector.

Le Groupe La Poste works with over 300 transport companies. On average, subcontractors distribute 13% of parcels.

La Poste has invested heavily to secure its supply chain. As part of this approach, it has developed a strict framework and organisation incorporating a high level of environmental and social requirements into the choice of its suppliers and service providers.

### Procurement practices put on a responsible footing

#### The reference guide to ethical purchasing

The purchasing department has its own reference guide to ethical purchasing, adapted from the Group's own reference guide. It is underpinned by corporate values and respect for good business conduct rules and practices. A copy of this reference guide is given to every La Poste buyer, and all potential specifiers are informed of its existence.

#### Responsible purchasing rules

To promote its CSR policy and corporate values, the purchasing function (500 buyers, purchasing and supply chain managers) has drawn up responsible purchasing rules applicable to all the Group's external purchases. The purchasing function aims to optimise all its contractual terms and conditions both to maintain the quality of the goods and services it buys in and also to identify responsible suppliers committed to sustainability. The procurement process is based on SAP software and complies with the internal control framework.

The purchasing rules guarantee the separation of roles and responsibilities, open access to La Poste's contracts for bidders, transparency, and fair treatment in the analysis of bids and the selection of suppliers.

The use of subcontractors is strictly governed.

Each contract follows the same rules, which require the declaration of subcontractors, the signature and compliance with the sustainable purchasing charter by the service provider (see below), and compliance with the requirements of labour law, including those relating to undeclared labour.

During competitive tenders, the service provider's ability to cover its expenses and to execute its services in a sustainable manner consistent with the proposed price is analysed.

Every internal decision-maker commissioning outsourced services must request all the requisite documents from the service provider to show that it complies with its labour obligations. These include a valid K bis excerpt (proof of legal registration), certification that payroll charges and contributions have been reported and paid, certificates of all requisite insurance policies, valid transport licences, etc. Provigis can confirm the validity of these documents.

Throughout the life of the contract, the internal decision-maker meets with the service provider several times a year to review the quality of services in relation to their mutual undertakings.

#### Compliance with payment periods

Contractual payment terms comply with the French Economic Modernisation Act, and La Poste's general terms of purchase have been amended accordingly.

La Poste pays supplier invoices within 60 calendar days after issuance, unless otherwise required by law.

An emergency procedure to pay a supplier in two weeks can be set in motion if the supplier is experiencing cashflow difficulties. Le Groupe La Poste also applies the specific payment-related provisions of the French postal transport and catering legislation. La Poste pays for these services 30 days from receipt of the invoice.

In 2015, its payment periods averaged 50.6 days, below the national average of 52 days. Measures have been taken to produce from 2017 the reporting required under the April 2016 decree.



## Responsible purchasing programme

Le Groupe La Poste is rolling out a responsible purchasing programme to back up its vigilance plan and forge sustainable relationships with its key suppliers.

### Risk mapping and risk mitigation plans

With its buyers and the risk management department, La Poste conducted in 2015 an analysis of CSR risk associated with every category of purchases, mapping out its CSR and legal risks by purchase category. This exercise brought to light four high-risk and high-priority CSR purchase categories – road haulage, temporary staffing, real estate services, and IT services. In 2016, the buyers, with support from the CSR department and its teams, carried out a finer-grained analysis of these priorities and risks in three purchase categories (road haulage, temporary staffing, IT services) to produce mitigation plans currently being finalised.

### Promotion of the Global Compact's fundamental principles

Le Groupe La Poste became a signatory of the Global Compact of the United Nations in February 2003, and the Charter of inter-company relations. It has thus undertaken to respect and promote in its business activities and its sphere of influence a set of fundamental principles concerning human rights, labour standards, the environment, and anti-corruption measures. The following section describes how these principles are put into action.

#### Responsible purchasing charter

##### G4-EC8

Since January 2008, the Group has urged its suppliers to give undertakings and to stand alongside it by adhering to the responsible purchasing charter. Both buyer and seller are then duly obliged to abide by the fundamental conventions and international rules. This provides a way for Le Groupe La Poste to share its values of openness, fairness, solidarity and societal development and to unlock progress by working together with its service providers.

The charter promotes the sharing of best practice and contains contractual arrangements for advancement plans. By signing it, the service provider undertakes to respect the principles of the Global Compact and the eight fundamental conventions of the International Labour Organisation (ILO). In addition to complying with the relevant social and environmental regulations, the service provider also needs to take steps to embrace best practices in its sector.

La Poste also recommends that its suppliers should pass on the charter to their own subcontractors. Today, almost all La Poste's 40,000 active suppliers have signed up to the charter (<http://legroupe.laposte.fr/fournisseurs>).

### Counter staff's new uniform

The La Poste Network gave the jackets worn by its counter staff a makeover in a bid to reflect the changes in the range of services it offers in post offices while maintaining standards of presentation and advice in keeping with customer expectations.

Two key factors guided the choice of the new jackets.

They are manufactured with Max Havelaar-certified fair trade cotton from Africa, and the dyeing process complies with Oeko Tex standard 100, ensuring that no substances harmful to health are involved.

27,000 old-style jackets were collected by mail carriers for processing, then converted into biosourced plastic, an innovative new material. Thanks to its novel approach, partly involving social and solidarity economy organisations, La Poste is helping to foster innovation in textiles recycling, with 9.5 tonnes of fabric recycled.

### Curbing the risk of reliance on La Poste

Buyers monitor their suppliers' business reliance on La Poste very closely. When its purchases exceed this level, La Poste's buyers warn a supplier of the risk of becoming reliant on La Poste for business. They then monitor this ratio and encourage the supplier to look for other customers. When La Poste decides to put a contract out to tender again, it implements a process to ensure that any discontinuation of business with reliant suppliers is planned in advance, with orders being wound down gradually.

#### Conducting a fair selection process

La Poste's public procurement activities fall within the scope of Directive 2014/25/EU of 26 February 2014, enacted into French law by the Order of 23 July 2015 and the Decree of 25 March 2016. This framework requires competition, equal treatment and transparency in the award of contracts. The procurement process is regulated to ensure competition.

The legal framework requires La Poste to publish in the Official Journal of the European Union (OJEU) all purchases involving amounts exceeding certain thresholds. With just a few exceptions, La Poste decided of its own accord to publish in its supplier area every consultation involving contracts worth over €100,000 to improve suppliers' access to its contracts.

The Pacte PME association's website automatically informs its SME users of all the opportunities published on the Group's website.

What's more, SMEs can turn to an ombudsman if they experience difficulties in the procurement process. Since 2011, only 16 cases have been referred by suppliers to the ombudsman. These cases, which are resolved within an average of two months, usually involve the



failure to comply with payment periods, failure to abide by the terms of a contract or the non-renewal of a service provider's contract following a consultation.

#### **Tools supporting buyers**

A self-assessment reference guide on responsible procurement – the product of a collaborative project involving all purchasing staff throughout the Group – allows buyers to evaluate potential purchases based on CSR criteria.

It contains 45 responsible purchasing fact sheets for buyers. These list the CSR criteria and priorities for each of La Poste's category of purchases (environmental, social and societal priorities by category, regulations, accreditations and certifications, degree of supplier market's maturity from a CSR perspective, etc.). Buyers can thus get to know the capacity of the relevant markets and establish their supplier rating tools using relevant criteria suitable for their purchase.

#### **Special training courses**

La Poste runs special training courses to support take-up of these tools and raise awareness of CSR issues among buyers and specifiers, who recommend products and services. By the end of 2015, all the Group's buyers had taken its two-day training course on responsible purchasing. This training gives them the keys to building their purchasing strategies while also upholding the Group's societal responsibilities. It teaches them to identify ways of raising awareness among specifiers, buyers and users and also to roll out a responsible purchasing programme within their team and their internal customers.

Specialised modules on integration were introduced in 2016 (see below).

#### **Monitoring during the life of the contract**

La Poste places special emphasis on building sustainable relationships with its suppliers and service providers. The sustainability and quality of these relationships are crucial, since the Group has to rely on skilled and professional partners who can guarantee a high quality of service.

For the whole term of a contract, La Poste supports its suppliers with their efforts to embrace CSR priorities. In purchasing areas representing major economic, environmental and/or social priorities, meetings are organised with service providers to identify ways they can advance together.

#### **Standing by businesses creating substantial value-added for society**

In 2015 and 2016, as part of the Dynamic Alliance (see page 110 and given La Poste's objective for purchases from the integration and the disabled and sheltered sectors, 123 people took a one-day training course run by a social and solidarity economy provider. A buyer's guide and a specifier's guide were introduced, meetings with suppliers and service providers were held, and purchasing indicators and analysis were widely circulated. Examples of the use made of social and solidarity economy organisations are provided in the adjacent boxes.

### **Purchasing volume**

	<b>La Poste</b>	<b>La Banque Postale</b>	<b>Poste Immo</b>	<b>Total 2016</b>
<b>Purchasing volume<sup>(1)</sup> in € million (excl. VAT)</b>	<b>3,463.8</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<b>o/w purchasing volume in € million (excl. VAT) from:</b>				
• disabled and sheltered sector	<b>14.76</b>	<b>0.73</b>	<b>0.46</b>	<b>15.9</b>
• integration sector	<b>4.65</b>	<b>0.046</b>	<b>0.93</b>	<b>5.6</b>
<b>Temporary staffing expenditure (in € million, excl. VAT)<sup>(2)</sup></b>	<b>221.01</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>

(1) Purchases comprising all goods and services bought in from third parties (equipment, transport/logistics, IT, overheads, etc.), whether capitalised or expensed. For the Group: amount known at 6 March 2017.

(2) Amounts at cost for La Poste and excluding VAT for other Group entities.

### Two integration-focused social enterprises involved in the move to Village La Poste

Ares and Extramuros, two integration sector social enterprises, were brought in by Kinnarps®, one of the companies overseeing the move into the new Village La Poste complex.

Ares specialises in the management of office furniture. Its employees oversaw the unloading, handling and distribution of items to the various floors of the complex. In total, the project involved 2,778 hours of integration employment.

Extramuros specialises in the recovery and reuse of waste fixtures and fittings. **For the Village La Poste complex, Extramuros:**

- Manufactured 24 objects using recycled materials: 6 “Pong” tables, 14 small round tables and 4 industrial tables
- Reused around 1.4 tonnes of materials
- Gave its associates 760 hours of integration employment.

In 2016, the manufacture of the 24 items of furniture for La Poste helped to increase the number of Extramuros employees on integration contracts from one to three.

## Galvanising new sectors of the economy

Le Groupe La Poste, as a trusted partner of the regions, intends to pursue the development of its business and increase its competitiveness by introducing solutions to the challenges facing French society (ageing of the population, surge in digital transactions, modernisation of the government, energy transition and adoption of green technology, new economies, etc.). La Poste has developed a range of new services aligned with its value proposition specifically to meet the requirements of individual customers, businesses and regional authorities. Given its key strengths, La Poste has focused on the energy transition and the circular economy, and on the development of local services.

### Developing local services as a business area

Population ageing and the population shift towards the outer urban suburbs and the countryside owing to the high cost of living in central urban locations are creating greater isolation and social exclusion. Le Groupe La Poste has undertaken to develop local services geared to the local ecosystem.

#### Local services for all

In 2016, Le Groupe La Poste strengthened its position in the local services market by investing in Hellocasa, a start-up. Since its inception in 2014, Hellocasa has offered in-home repair and renovation services to households and businesses alike. Hellocasa has simplified things for its 10,000 customers by offering over 300 flat-charge services, which they can purchase with just a few clicks. Hellocasa also supports its customers with their renovation projects. It can call on a network of close to one thousand carefully selected tradespeople subject to regular appraisal, who provide high-quality services right across France.

In view of its aim of becoming the largest people-centred local services enterprise, La Poste acquired a majority shareholding in Axeo Services, which has since become a subsidiary of Le Groupe La Poste’s Services-Mail-Parcels business unit.



La Poste has developed expertise in the energy transition of benefit to itself and to its clients.



La Poste has developed a full range of services to help the elderly.

Axeo Services has operated its well-known network of services for households and businesses for ten years, and its 180 branches cover the length and breadth of France. Axeo Services provides a full range of services for the home, in-home care, and daily life (gardening, housework, DIY, etc.) and for SMEs (cleaning, maintenance, etc.).

### Services for the elderly

Coping well in later life primarily means remaining independent for as long as possible. With the emergence of new types of needs facing the elderly and their families and demand for the in-home care favoured by 80% of the French population, Le Groupe La Poste is building a diverse range of services.

The silver economy agreement entered into by the Group with the French Ministry for Economic Regeneration and the Ministry for the Elderly and Independent Living provided an opportunity to develop new services (mail carriers check in on vulnerable people living at home on behalf of social enterprises and organisations, drop off medicine, set up equipment, etc.). In 2016, the Group launched a Watch Over My Parents service. The frequency of visits and days on which visits are made can be chosen (from Monday to Saturday), as can the names of people to contact should the need arise. Lastly, service users receive reports on their smartphone sent by the mail carrier after each visit. This information is also available in a personal Watch Over My Parents area in a dedicated section of the laposte.fr website.

Developed in conjunction with Tikeasy, a Le Groupe La Poste subsidiary, the Ardoiz digital tablet has been available for sale in all post offices since October 2016. To date, 10,000 tablets have been sold. While digital tablet sales are declining slowly, the Ardoiz meets a growing need, since close to two-thirds of the over 70s do not use the Internet<sup>(1)</sup>. The crucial apps come pre-installed, browsing has been simplified, and the font size can be adjusted. To provide support to Ardoiz owners, employees have been given training in how to help silver surfers get their tablet up and running at home. A toll-free number is available to answer questions from users. In 2016, Le Groupe La Poste, working closely with meSoigneur.fr and Medissimo, launched a website providing an innovative home delivery of medicines solution to strengthen the ties between pharmacists and patients. With this completely confidential service, the mail carrier picks up the prescription from the customer's home after a request is placed. Once the pharmacist has filled the prescription, the mail carrier drops the medicines off at the customer's home. Following trials run by pharmacies in the Bordeaux region since October 2016, this initiative was extended nationwide from January 2017.

### Services for all promoting the energy transition and circular economy

La Poste is pursuing its own energy transition, and it also aims to become a key player showing the way forward towards a new energy model for France featuring more restrained consumption, greater responsibility and broader participation. That is the objective for the high-priority, Group-wide energy transition programme. Following on from the market research and offerings designed in 2015, new business entities were set up in 2016. They demonstrated that La Poste can provide innovative solutions in four key energy transition markets (recycling and reuse, energy upgrades, ecomobility and energy management), which are taking shape with the launch of new energy services.

(1) Source: CREDOC, 2015 digital survey.

## Ecomobility

Le Groupe La Poste has invested heavily in more eco-friendly vehicle fleets. An order for nearly 20,000 electric vehicles – 10,000 of them for La Poste – was placed to meet the needs of public corporations, around 20 private companies, local authorities and the French government, and this helped the industrial sectors to get off the ground. For several years, the Group has been working on solutions to help businesses, local authorities and government reduce the environmental impact of their travel and their accident rates. La Poste's long-standing expertise in ecomobility has put it in prime position to develop such solutions for its customers. In 2016, La Poste pooled the offerings of its three subsidiaries – Greenovia, Véhiposte and Mobigreen – under the Bemobi brand, a new sustainable mobility banner serving businesses and public authorities. Bemobi's offering spans the entire spectrum of ecomobility chain:

- **Advice** on how to understand and manage mobility, through the effective planning of journeys, vehicle fleets, and employee commuting and the definition of a pertinent action plan; given its mobility expertise and advisory capability (see page 89), La Poste has been able to devise a range of services fitting the needs of businesses and public authorities
- **Management** and optimisation of multi-site, multi-segment and multi-energy fleets: fleet management (third-party management of vehicles throughout their service life), analysis of legacy fleets and formulation of concrete action plans delivering measurable outcomes (refund/resale, onboard telematics, decision support tool for managing claims, etc.)
- **Training** to help change driver behaviour: lower accident rates, unlock savings and comply with occupational risk prevention regulations.
- Two new collaborative mobility solutions for businesses were launched at the same time as the **Bemobi** banner – WayzUp in car pooling and Mobility Tech Green in car-sharing. As well as resonating with the current trend towards a sharing economy, these services also meet the obligation for large businesses (under the French energy transition legislation) to draw up a mobility plan by 2018<sup>(1)</sup>. They provide obvious economic, environmental and societal benefits.

## Energy management

Le Groupe La Poste's subsidiary Poste Immo, Caisse des Dépôts and EGIS, a design and engineering firm active in the construction sector owned by the Caisse des Dépôts group, joined forces in 2016 to set up SOBRE, a joint venture promoting the energy transition. After conducting trials on the portfolios owned by its shareholders, SOBRE will offer real-estate professionals concrete solutions to control and indeed lower their energy consumption. Energy bills in the service sector can be reduced by 30% simply by changing traditional patterns of use. This is the purpose of the SOBRE solution, slated for commercial launch in 2017.



The energy transition plays a central role in La Poste's thinking. Our goal is to develop a responsible economy in the public interest. We want to deliver services that benefit the communities we serve, while establishing Le Groupe La Poste in profitable new markets to unlock fresh business opportunities.



**Sophie-Noëlle Nemo,**  
Head of  
Le Groupe La Poste's  
Energy Transition  
Delegation



(1) The mobility plan introduced by the energy transition legislation makes it mandatory for every business in France employing over 100 staff at a site in an urban travel zone to draw up what used to be called a business movements plan and to submit it to the authority responsible for urban transport planning.

## A circular economy helping conserve natural resources

La Poste applies its expertise in responsible paper and waste management and its logistical capabilities to provide reverse logistics services. These involve collecting paper, cardboard, batteries, coffee capsules and other materials at the customer's premises for reuse or recycling. Marketed under the Recy'go banner, these services are primarily intended for small and medium-sized businesses stocking a wide range of different materials.

Micro-businesses, SMEs and network businesses are the priority targets.

### Paper

Over 5,300 companies and some of La Poste's internal facilities have signed up to the office paper removal solution, with mail carriers collecting over 32,000 tonnes of paper.

La Poste undertakes to recycle all the collected paper, and to do so in France. Most of the sorting for recycling companies is carried out by social and solidarity economy organisations (local partners and the Nouvelle Attitude subsidiary). Recy'go's services have now been expanded to include archive clearing, the disposal of confidential documents via a dedicated container and the collection of cardboard packaging.

### Recy'go's

120,000

users

### Used coffee capsule

Nespresso selected Le Groupe La Poste to offer its corporate customers a collection service for their used coffee capsules. Businesses are given special recycling bags and containers for their mail rooms from where mail carriers pick them up on dates jointly agreed with each company based on its patterns of usage. The capsules collected are then sent to an appropriate treatment centre paid for by Nespresso. The coffee grounds are then removed from the aluminium casing for reuse in the agricultural sector or as an input in filtrating gardens eliminating the pollution from waste water. The aluminium is crushed, melted down and recast into ingots for reuse.

La Poste and Nespresso intend to take this project even further and are working on collecting used capsules from individuals at drop-off points.

### Batteries

In 2016, Le Groupe La Poste trialled the collection of batteries from 45,000 individuals equipped with a special mailbox in the municipalities of l'Union, Saint-Jean

(Haute-Garonne department) and Grand Rodez (Aveyron department). In 2017, collections from drop-off points will also be trialled.

### La Poste, a founding member of the IEC (French circular economy institute)

La Poste is one of the eight members that together founded the French circular economy institute (IEC) in February 2013. The institute's primary mission is to provide a vision for the circular economy and to give the industry a voice. It brings organisations together to hold discussions, advance knowledge, develop new concepts and refine implementation. After a rapid phase of development, which saw a wide variety of initiatives being rolled out, the IEC has now clearly positioned itself as a natural partner for public authorities and other stakeholders. The IEC has predicated its roadmap on four core pillars – establishing it as a forum for reflection, discussion, lobbying and training.

## Supporting and developing the local economy

### Lift-off for Dynamic Alliance, a social and solidarity economy player

On 14 October, Le Groupe La Poste set up Dynamic Alliance in conjunction with a number of social and solidarity economy organisations.

This alliance encompassing over 49 partner networks at year-end 2016 was formed to foster the development of the regions and services for their populations. Through this alliance, Le Groupe La Poste forges special ties with social and solidarity economy organisations. It seeks to build pathways between them to devise innovative solutions, and create new business models attuned to the needs of contemporary society.

Eight areas of cooperation have been identified, and after a first year (2015) during which a local Dynamic Alliance entity was formed in every region of France, the initial results of this initiative in 2016 look promising.

The table below features some of the accomplishments in each area:

Area	Main initiatives in 2016
Shared facilities	<ul style="list-style-type: none"> <li>At year-end 2016, 14 leases were in place, and ten or so negotiations for premises of between 20 m<sup>2</sup> to 2,000 m<sup>2</sup> are ongoing. Negotiations concerning the sale of postal premises to SSE operators are also currently underway.</li> <li>Le Réseau La Poste has clearly defined the partners with which cooperation is appropriate. They include nursing homes, ESATs<sup>(1)</sup>, social groceries, Multi-Service Mediation Information Points (PIMMS), rural and urban multi-function venues, Scop, etc. Talks are also being held with homecare service associations, organic food stores, etc.</li> </ul>
Banking products	<ul style="list-style-type: none"> <li>The number of transactions with various major social and solidarity economy networks increased in 2016.</li> <li>La Banque Postale commissioned Finansol<sup>(2)</sup> to carry out a study of the possible strategies for solidarity finance products.</li> <li>Initial contact was established between the social and solidarity networks invested in renewable energy projects and the entity in charge of renewables financing at La Banque Postale.</li> </ul>
Business mobility solutions	<ul style="list-style-type: none"> <li>In 2016, 12 Group Mobility Spaces were established in the regions, with 130 employees available to help social and solidarity economy operators, which benefited 44 non-profit organisations.</li> </ul>
Responsible purchasing	<ul style="list-style-type: none"> <li>The Group's purchases from the disabled and sheltered sector amounted to €15.95 million.</li> <li>The Group's purchases from integration sector organisations helping people back into work amounted to €5.63 million.</li> <li>In 2016, Le Groupe La Poste launched a competitive tender across France's regions for integration-oriented temporary staffing agencies. 127 of these organisations were listed (see box on next page).</li> <li>Overall, the number of its social and solidarity economy service providers is close to 1,000.</li> </ul>
Energy transition	<ul style="list-style-type: none"> <li>Recy'go formed a number of partnerships with SSE organisations in 2016. These included a sorting outsourcing agreement with Les Genêts d'Or (Finistère department), support for sorting at the Nouvelle Attitude (APF (disabled sector) and Delos APEI (back-to-work sector) and a collection outsourcing agreement for specific archive removal with Vitamine T (Nord department) and Tri 37 (integration sector).</li> <li>Two Bemobi offerings have been identified as particularly relevant to the social and solidarity economy – car-sharing and car-pooling.</li> <li>Three sales of postal vehicles took place in 2016 involving 30 vehicles.</li> <li>Lastly, Poste Immo, the Group's real estate management company, has a programme supporting social and solidarity economy networks with the refurbishment of their building portfolios.</li> </ul>
Digital	<ul style="list-style-type: none"> <li>A feasibility study is looking at how to support the digital transition of health and social sector organisations given the universal nature of the protocols established between the networks and within each network. This support and guidance would help to improve various operational aspects and modernise the coordination of internal networks.</li> <li>A working group with the ombudsman organisations and various Dynamic Alliance networks has been set up to inform the populations benefiting from the social and solidarity economy operator about the Digiposte+ programme. This service provides free personal data protection and renewal of various administrative documents.</li> </ul>
Services for employees of social and solidarity economy organisations	<ul style="list-style-type: none"> <li>Dynamic Alliance has facilitated agreements with social and solidarity economy networks.</li> <li>It aims to build a marketing strategy for the 138 inter-business restaurants and provide them with all the social and solidarity economy employees within their scope.</li> <li>The aim for 2017 is to raise awareness of its services within the networks with potentially unmet needs.</li> </ul>
Mobility solutions for goods and people	<ul style="list-style-type: none"> <li>Several distribution agreements and partnerships covering the last mile were put in place with Colissimo, Chronopost and Chronopostfood. Other nationwide logistics partnerships are currently being planned. Certain direct food distribution services were handled on behalf of social and solidarity economy organisations.</li> <li>The goal for 2017 is to explore local loops.</li> </ul>

(1) Organisations helping people back into work.

(2) Finansol is a non-profit organisation set up in 1995 that aims to promote solidarity in savings and finance.



## Supporting innovation in the areas covered by the Group

To support innovation in the areas it serves, Le Groupe La Poste strives to identify, guide and support innovators on a daily basis.

### Start'inPost

Launched in June 2014, Start'inPost, Le Groupe La Poste's accelerator, is an open innovation programme intended to make it easier for its operational entities to break new ground by setting up start-ups.

Projects are selected in five key areas central to La Poste's strategy:

- Digital trust (fintech, innovative means of payment, secure electronic transactions, electronic wallet or safe, digital identity, etc.)
- Innovative logistics and transportation services
- Digital B2B services (digital marketing, SaaS, e-commerce, Big Data, public-sector solutions, connected paper, augmented reality, etc.)
- Energy transition (ecomobility, recycling, energy efficiency, etc.)
- New local services (silver economy, e-health, connected devices, mobile services, etc.).

In late 2016, Start'inPost supported 30 trials by innovative start-ups, with an average of one business test per month. Ten tests continued under partnerships, including with Shippeo (mobile tracking solution for efficient transport planning), Heuritech (data science tools for personalised recommendations and predictive analysis), and Legalbox (integrated digitisation and management of incoming, internal and outgoing documents). Another ten are still ongoing, with a further ten being discontinued after trials. In each case, Start'inPost bears the cost of the trials, and the start-up benefits from contacts and collaboration with La Poste's expert teams in its area and from fast-track feedback, enabling it to tweak its offering or business model.

Start'inPost also launched in 2016 the national roll-out of BigUp4Startup, a shared sourcing initiative for regional start-ups. Three BigUp4Startup events hosted by Orange, Caisse des Dépôts, Cisco and La Poste were held in Montpellier, Toulouse and Bordeaux, with other major groups and medium-sized companies joining them at certain events. Over 380 appointments between local start-ups and the national innovation managers of the partner organisations were arranged. In addition, 52 agreements were sealed between fledgling companies and large groups, including 19 involving La Poste.

### Pool of integration-oriented temporary staffing agencies on hand for all Le Groupe La Poste units

To help those who feel major barriers stand between them and a job, a pool of 127 integration-oriented temporary staffing agencies was set up for a five-year period as part of a competitive tender process held by region.

The partner organisations selected provide very dense geographical coverage. Accordingly, the Group can bring in temporary staff requiring assistance with finding a job where it responds to competitive tenders with integration assistance requirements. To facilitate use of this pool, a set of materials for employees using it and awareness-raising tools will be circulated in early 2017.

### Endowing with resources

#### La Banque Postale's support for the sharing economy

La Banque Postale has provided support to the sharing economy since 2011 under a partnership with KissKissBankBank, a crowdfunding platform enabling entrepreneurs to raise funds from their friends and family and from the public at large. Each month, La Banque Postale finances up to 50% of one project's needs. 57 projects have been supported since the partnership was first launched. La Banque Postale has given its backing to over 20 projects that have used the platform. Since 2013, this partnership has also included Hellomerci, a platform for solidarity loans between individuals. In 2016, La Banque Postale acquired a 10% shareholding in WeShareBonds, a new crowdfunding platform that specialises in providing loans to SMEs to help finance the real economy and boost the development of French businesses. La Banque Postale's and WeShareBonds' goal is to play their part in addressing the current issues by providing SMEs with the funds they need rapidly.

#### Loans for micro-entrepreneurs working with Adie

Since 2012, La Banque Postale has offered microloans to the self-employed and microenterprises in partnership with the Adie NGO. The goal is to help people excluded from the labour market and unable to obtain a traditional bank loan set up their own business by granting them a small, short-term loan. Adie uses its expertise to train La Banque Postale's advisers so that they can guide and support the individual project leaders.



### Development agreement between Poste Immo and Startway

Poste Immo and Start-Way, the independent leader in co-working solutions, sealed a development agreement in 2016 under which Start-Way leases space from Poste Immo in France's main urban centres for use as co-working areas. Start-Way is a shared workspace provider (mobile workstations, resident workstations, meeting room facilities, etc.) for large corporations and SMEs looking for flexible and versatile office solutions for their employees.

Start-Way's customers will be able to use Le Groupe La Poste's business services (banking/ insurance, digital services, franking, etc.) in addition to the services already provided (support from accounting, legal, social, HR and other experts).

### GeoPost partners with Enercoop

With its numerous ground-breaking partnerships promoting sustainability, GeoPost encourages its various entities to experiment to find ways of improving energy efficiency at its agencies. After Paris Concorde and Beaugrenelle, the Chronopost subsidiary decided to introduce renewable energy at its urban logistics areas in Toulouse and Lille by working with Enercoop, the first and largest cooperative in France to supply renewable energy exclusively. A genuine partnership rather than a customer-supplier relationship has been forged between Chronopost and Enercoop. Enercoop is building customised services and reporting tools to adapt its exclusively renewable electricity offering and devise a viable and sustainable business model for both partners.

## Guiding and supporting

### GeoPost, a partner for social entrepreneurs

Working alongside Ashoka<sup>(1)</sup> (partnership renewed in 2014), GeoPost helps to identify and guide businesses in France and abroad, particularly those active in urban logistics (delivery, urban safety, shared solutions, town and city transport, etc.), communication technologies, packaging recycling, local economic development in disadvantaged areas, and environmental projects targeting a reduction in carbon footprints.

### Championing responsible, solidarity and eco-friendly initiatives with Élanceurs

Élanceurs (<http://www.leselanceursdugroupelaposte.fr>) is an initiative launched in summer 2015 that champions responsible, solidarity and eco-friendly projects (around 30 in the pipeline). By raising their profile, the Group seeks to galvanise, share and bolster their development. In addition, 20 experts and influential personalities have been given a podium to express their views, making the website a source of inspiration for micro-companies, SMEs, authorities and large groups. The Élanceurs awards, which are bestowed on and intended to support responsible projects meeting the needs of local communities, were staged again in 2016. Entries were received from 120 projects, and the prize winners – selected after a day of pitches to a panel made up of employees and responsible entrepreneurs – were announced at the Produrable event in March 2017.

(1) GeoPost has partnered since 2010 with Ashoka, the world's leading network of social entrepreneurs founded 35 years ago. Ashoka identifies and supports over 3,300 social entrepreneurs – known as Fellows – in 85 countries. Under this partnership, which was renewed for 2014-2016, GeoPost provides financial assistance to social entrepreneurs, particularly in the areas of mobility and employment.



# 8

## Developing professional skills

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- P. 123 — Career development, training and promotion policy
- P. 126 — Diversity and equal opportunity
- P. 129 — General compensation policy
- P. 133 — Employee representation and benefits

Le Groupe La Poste's choice to promote responsible development, which combines improved performance with an exemplary stance in social, societal and environmental affairs, is underpinned by a strong employment model that includes attractive jobs, equal opportunity, diversity and support with achieving professional objectives.

To ensure responsible growth in a rapidly changing environment and enable each employee to play their part in and benefit from La Poste's transformation, the "La Poste 2020: conquering the future" strategic plan presented in 2014.

Includes a labour-management agreement ("Le pacte social"), with strong commitments in four key areas:

- Training
- Career development
- Health and quality of life in the workplace
- Management training and development of HR activities and skills.

The momentum of labour-management dialogue was maintained in 2016, with five new agreements signed and negotiations commenced in seven new areas, following on from the multiple agreements of 2015.

Employees	Aspect	2020 objectives	Progress at 31 December 2016
	Workplace relationships and quality of life	Steadily reduce the number and severity of work-related accidents	After a continuous decline from 2012 to 2014, the accident rate rose overall in 2015 and 2016, despite local improvements.  Strong measures to protect employee health are being taken in 2017 as part of the "Feeling Good at Work" plan and have produced some initial positive effects.
	Professional development	Provide training to 80% of La Poste employees every year, and 100% every two years	In 2016, 76% of employees received training, with 93% having attended training over the past two years.
		Deliver 100 training hours per employee over the five years from 2015	In 2016, increased investments in training resulted in a substantial rise in the number of training hours per person, from 27.5 hours to 33.6 hours on average.
		Support 10,000 qualifying training paths per year	12,584 employees began new qualifying training paths in 2016.

✗ Target not achieved

✦ Target surpassed

➦ Progress in line with set target

## Le Groupe La Poste's human resources

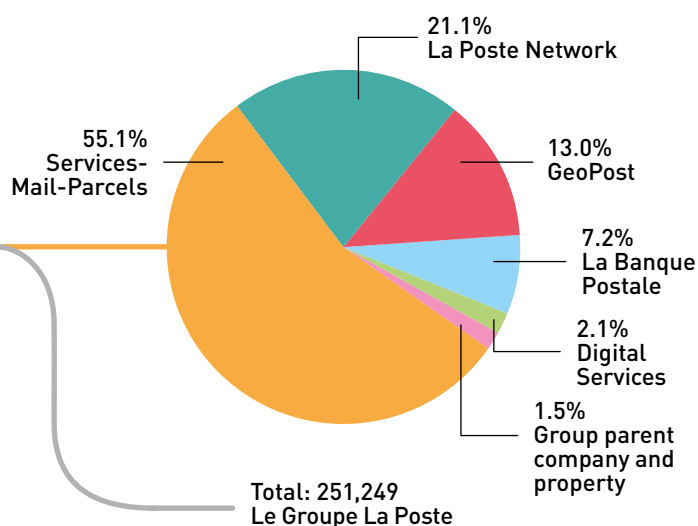
G4-10

Le Groupe La Poste's total average workforce in 2016 was 251,249 full-time equivalents, 0.75% less than in 2015. The change in the workforce is solely due to natural attrition (primarily through retirement) and new hires (Le Groupe La Poste hired 12,967 new employees in 2016, including 10,220 on permanent contracts in France).

Unless otherwise indicated, the employment indicators shown below represent 88.7% of Le Groupe La Poste's full-time equivalent workforce.

### Group workforce by business unit

In average full-time equivalents



"The world is changing, technologies are changing, customer needs are changing, and our services and skills must keep pace. A transformation on a vast scale is required, and that is the big challenge facing La Poste. And to succeed, we want to make sure that every employee can see fresh career opportunities opening up for them, and can develop and gain new skills. Alongside improved working conditions, training forms the bedrock of our responsible, people-centred strategy. We are building our future through labour-management dialogue, a tried and tested approach that yielded another 5 agreements in 2016, in addition to the 11 signed in 2015. We also engage in dialogue with employees to make sure that we never lose touch."



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



### La Poste's workforce

	2014	2015	2016
Number of employees at 31 December	231,347	224,045	220,572

### Group workforce in France

Number of employees at 31 December	2015	2016
La Poste parent company	224,045	220,572
La Banque Postale	4,059	4,218
Sofipost	18,826	18,732
GeoPost	5,875	5,942
Poste Immo	624	624
Other	35	36
<b>Total</b>	<b>253,464</b>	<b>250,124</b>

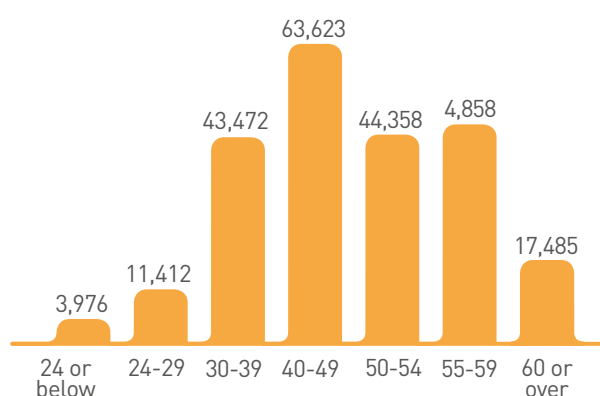
## Workforce by type of employment contract and gender for La Poste and subsidiaries

Indicators	Le Groupe La Poste <sup>(1)</sup>	
	2015	2016
Number of employees at 31 December <sup>(1)</sup>	253,464	250,124
of which those with temporary contracts	16,080	19,435
Women	50.7%	50.7%
Men	49.3%	49.3%

(1) Includes La Poste parent company and all subsidiaries in France.

## Workforce breakdown by age for the Group in France

Number of employees at 31 December 2016 – civil servant and private-sector employees on permanent contracts



# 100%

of the Group's employees in France are civil servants or are employed under a collective bargaining agreement. Annual wage negotiations are mandatory.

G4-11

## Work organisation

Indicators	Le Groupe La Poste <sup>(1)</sup>	
	2015	2016
Percentage of part-time employees at 31 December (excluding temporary contracts)	12.97%	12.64%
Percentage of night-shift employees at 31 December (excluding temporary contracts)	2.81%	2.75%
Number of calendar days of sick leave	5,504,479	5,596,496
Number of overtime hours	2,946,817	2,987,861

(1) Includes the La Poste parent company and all subsidiaries in France.

At Le Groupe La Poste companies in France (which account for 88.7% of the Group's employees and 79% of consolidated revenue), day-shift and night-shift employees work an average of 35 hours and 32 hours a week respectively. La Banque Postale and Mediapost do not have any night shifts.

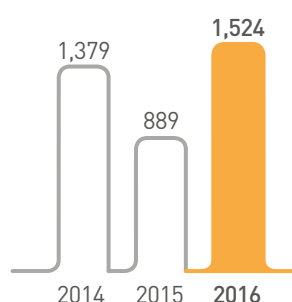
## Responsible employment policy

### Le Groupe La Poste's employment policy

Despite a difficult economic and business environment, characterised by lower mail volumes and a drop in the number of customers served in post offices, La Poste, one of France's leading employers, continues to observe a responsible employment policy that is underpinned by two basic principles:

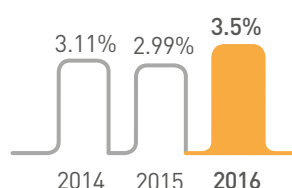
- Employment on permanent contracts, which accounted for 93.9% of the workforce in 2016. Applicants who have worked for La Poste are given priority consideration in its recruitment of new staff on permanent contracts for the same position. In 2016, 1,524 people who had previously been employed on temporary contracts were hired on a permanent contract, compared with 889 in 2015 and 1,379 in 2014
- A resolutely open recruitment policy to ensure equal opportunities and uphold the Group's commitment to diversity.
- For example, of the new employees hired on a permanent contract in 2016:
  - Women accounted for 44.8%
  - People aged 45 or over accounted for 8.3%.

#### Number of people hired permanently who had previously been employed on a temporary contract – La Poste



#### La Poste's employee turnover rate

The turnover rate is low by comparison with other businesses similar in size to La Poste.



### Giving young people a chance

La Poste's bold recruitment policy actively supports youth employment and promotes social inclusion. Since 2008, La Poste has undertaken to hire young people from disadvantaged neighbourhoods through such initiatives as the National Commitment to Employ Disadvantaged Youth (2008), the Corporations and Neighbourhoods Charter (2013-2014), the partnership agreement signed on 14 April 2015 with the Ministry for Urban Affairs for 2015-2016, and a trial programme since autumn 2016 with young people from the Defence Ministry's Voluntary Military Service unit in the Paris region.

For more information on Le Groupe La Poste's youth employment policy, see page 129 "Managing an ageing and intergenerational workforce".

#### **Work-study programmes actively encouraged**

Over many years, La Poste has made a firm commitment to training and hiring young people under work-study programmes (apprenticeship and work-and-training contracts that enable young people to earn professional credentials that range from a CAP vocational certificate to a master's degree).

The professional qualifications and work experience that young people gain through La Poste's work-study programmes contribute substantially to their employability.

La Poste has undertaken to hire 12,000 young people on work-study contracts over the 2016 to 2018 period under the collective majority agreement of 3 October 2016 on the integration of young people and employment of senior workers. The commitments under the previous agreement that ran from 2013 until 2015 were exceeded, with 13,788 new hires, and this programme has now been extended. In 2016, 5,736 young people were employed on an apprenticeship or a work-and-training contract (4,481 in 2015).

To expand its approach even further, La Poste has partnered since 2016 with the Innovation Foundation for Apprenticeships (FIPA). The foundation aims to encourage all forms of combined work-study apprenticeships by working together with other companies, and to innovate in four areas: apprenticeship and work-and-training contracts, work-study integration and orientation programmes, the continuing professional training programme/work-study HRM (career reorientation training courses for employees).



Students at the Foyer de Cachan vocational training school.

# 5,736

young people were employed on an apprenticeship or a work-and-training contract in 2016

## Pledge to support disadvantaged neighbourhoods

La Poste put its name to the National Commitment to Employ Disadvantaged Youth in 2008, and to the Corporations and Neighbourhoods Charter for 2013-2014. In so doing, it pledged to use its nationwide presence to help young people from disadvantaged neighbourhoods. This includes a range of measures, such as opportunities to hone their skills, gain employment or set up their own business, and aims to bootstrap their working life.

La Poste has also partnered with:

- the Our Neighbourhoods Have Talent (NQT) non-profit (see page 142);
- Second Chance Schools, which help to integrate young people aged between 18 and 25 who leave school without any qualifications (see page 142);
- the Defence Ministry's Voluntary Military Service unit since autumn 2016, to trial a new professional training programme in the Paris region to give young people with few or no qualifications access to delivery training or to a diploma that will open doors for them.

## Change management

La Poste's method of change management goes back to 2013, with the signing of an agreement on the quality of life at work. It has since been applied to all projects that substantially affect the organisation or functioning of La Poste departments.

From the initial project launch to final assessment, this method includes a series of mandatory steps that are essential to ensuring that everyone concerned is consulted about the project and understands why it is important, that trade unions and employees are regularly informed of progress, and that individual employees can express their concerns about their job, working conditions and work/life balance.

By involving medical and social staff, the change management method makes it possible to assess the potential impacts on employee health and working conditions, to take corrective actions if necessary and, in consultation with trade unions, align project objectives with employee concerns in so far as possible.

To ensure compliance with these principles, in 2013 La Poste set up an alert procedure that enables unions to inform the local manager, and if necessary the Group's HR Director, of any perceived failures on the part of La Poste to comply with its industrial relations and change-management obligations or with its agreements with trade unions.

## The HR role of line managers

Special mandatory training on the role of line managers within the HR process was set up for new managers in 2013, to enable them to:

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

This training, which is provided over two days, is mandatory before or when a manager starts work. In 2016, 1,314 new La Poste managers received training in their HR role. In addition to this, La Poste now also provides a mentor to assist each new manager during his or her first few months on the job.



## Local HR managers

Over 1,000 local HR managers have been trained and deployed in each region and La Poste business unit. Several of the Group's subsidiaries have also adopted this approach.

The local HR managers meet with each line manager at least twice a year and with each employee at least every two years. Their role consists mainly in:

- assisting line managers in social dialogue and discussions and in managing change at the local level. This requires excellent technical skills;
- ensuring that individual employees have the guidance and support they need, by seeing to it that "generalist" HR staff are available to provide an initial level of advice in all work-related areas, while ensuring confidentiality and freedom of expression. This requires more interpersonal skills and proactivity.

All HR managers have the same responsibilities, regardless of the entity to which they report. These responsibilities include:

- providing information about and handling day-to-day administrative matters;
- providing information about and advising on career development;
- being a trusted adviser to employees who have a professional or personal problem;
- assisting managers with HR management and staff professional development.

The "A Future for Every Employee" agreement of 5 February 2015 provides for the creation of an "HR School" for everyone involved in HR, for the duration of the strategic plan launched in 2015. The main objectives are to promote practices, tools and skills that will be beneficial to managers and other employees, and to foster a shared culture and behaviours that support the change in the work environment and the HR Department's activities.

**1,314**

**managers received  
HR training in 2016**

## Health, safety and quality of life at work

Occupational health and safety at La Poste and its French subsidiaries is governed by French employment law and is the subject of periodic negotiation.

La Poste and its management are committed to actively addressing employee concerns in respect of health, safety and quality of life at work. This commitment is reflected in the signing of a three-year collective agreement on the Quality of Life at Work, in January 2013, and the five-year A Future for Every Employee agreement (signed in February 2015), which applies to all La Poste staff.

For every project and every organisational configuration, quality of life at work issues are addressed to ensure:

- the quality of work, which includes work organisation, content, relevance and working conditions;
- good work relationships within work groups and management;
- effective personal assistance with professional and career development, change management and efforts to improve the work-life balance.

Negotiations on improving working conditions and changes in the tasks and responsibilities of mail carriers and their supervisors began on 26 October 2016 (see boxed text).

These negotiations are supplemental to the major agreements that are already in place in the business units and which include the following agreements: on banking advisers (in 2014), on La Poste Network account managers (in March 2016), on sales management (in July 2015), on jobs and career paths for bank advisers (in March 2016), and on banking jobs at Financial Centres (in December 2015).

Negotiations on the working conditions of banking advisers were also undertaken, in November 2016, while negotiations on the Network regional departments to be set up in 2017 began on 8 November.

## Quality of life at work initiatives

Some of the ways in which the QLW and “A Future for Every Employee” agreements have contributed to the quality of life at work are by:

- increasing training opportunities considerably since 2013;
- developing teleworking (by the end of 2016, over 1,600 employees were able to work from home);
- creating a network of 1,000 local HR managers;
- setting up a part-time work arrangement for older employees;
- granting additional rest days for older employees whose work entails substantial hardship.

Trials have also been conducted on “work-discussion encounters”, which enables supervisors to dedicate time to discuss working conditions with their staff and find solutions to any problems that arise.

Over

1,600

employees work from their homes

### Agreement signed on the working conditions of mail carriers and their supervisors

On 7 February 2017, an agreement on the improvement of working conditions and changes in the tasks and responsibilities of mail carriers and their supervisors was approved by representatives of the CFDT, FO, CFTC and CGC unions, after negotiation with all of the social partners. This agreement mainly deals with work loads, staff replacements, improving premises and equipment, new organisational methods, and more support from management to improve health and quality of life at work. This agreement will enable La Poste to implement concrete measures to improve the working conditions of mail carriers and their supervisors. For La Poste, this is an historic agreement that will facilitate the changing role of mail carriers, whose jobs are evolving and becoming more diverse, especially with the development of new services.

During the year La Poste continued to implement the “right to disconnect”, as provided for in the July 2015 agreement. While taking into account the fact that La Poste operates 24/24, this right specifies new e-mail practices and gives everyone a minimum time during which they can switch off their smartphone or computer. All managers and employees concerned by these measures have been informed.

In addition to this, the “Feeling Good at Work” project was launched. Its objective is to promote overall employee health through health and safety practices and by providing additional support in dealing with rude behaviour, encouraging everyone to speak out, adapting career paths to employee capabilities and paying special attention to employees who are absent for long periods.

## The Boloco project improves the work environment

The objective of the BOLOCO project, which was launched in 2016, is to improve work premises and ensure that all employees have an appropriate work environment and healthy working conditions, and that employee common areas are equipped with standard facilities. Under this project, which involves a third of La Poste’s work sites, almost 1,000 improvement actions were undertaken in 2016. It will be continued in 2017.



Renovation of an employee common area under the Boloco programme.

## Actions to prevent occupational hazards and work accidents

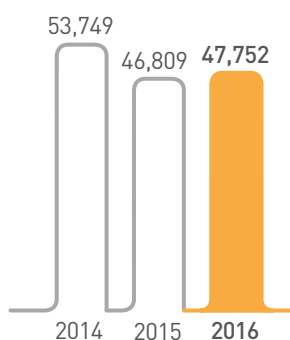
### Preventing work accidents and musculoskeletal disorders (MSD)

La Poste's efforts to prevent work-related accidents and MSD include:

- **deploying new and safer work equipment**, such as the gradual replacement of two-wheel motorbikes with new and safer three-wheel Stabys®, mandatory cyclist helmets, materials handling equipment in logistics hubs and other equipment for use in post offices;
- **training** of managers and employees in such topics as materials handling safety, ergonomic movements and postures, and how to respond to rude and aggressive behaviour;
- **ongoing driver training and qualification** for all employees whose work involves driving.

In 2016, La Poste launched three new safety-training programmes for Health and Safety staff, site managers and the chairs of Health, Safety and Working Conditions Committees.

#### Training in driving and materials handling safety – La Poste



At the end of 2016,  
**80.5%**

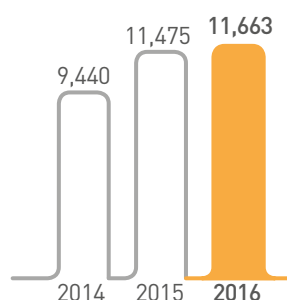
of employees had received a medical check-up within the previous two years.

### Preventing psycho-social risks and promoting work/life balance

Some of La Poste's initiatives to prevent and reduce psychosocial risks include:

- drafting rules for dealing with organisational change that enable constructive social dialogue and the conducting of change impact studies to prepare action plans;
- training in basic management skills and in the assessment and prevention of psychosocial risks in the workplace;
- a procedure for preventing and dealing with cases of moral and sexual harassment;
- a personal assistance and psychological support hot-line, available to all staff in France, with one number that all employees may call and another specifically for managers and HR staff;
- training in the quality of life at work and in how to listen to and assist people who are experiencing personal difficulty, dispensed to 2,666 managers at the Institute of Management in 2016.

#### Training in the prevention and management of rude and aggressive behaviour – La Poste



### Helping suppliers and contractors prevent occupational hazards

See Responsible purchasing and sustainable supplier relations on page 105.

### Medical surveillance

To ensure the effective surveillance of employee health at work, all employees must receive a check-up every two years. La Poste's occupational health staff and social assistants are responsible for deploying its health and safety policies. Medical coordination teams were reinforced in 2016. At the end of the year there were 146 occupational physicians, 144 occupational nurses, 109 occupational health assistants and 280 social assistants.

## Occupational health and safety performance – La Poste

Performance indicators	Le Groupe La Poste <sup>(3)</sup>	
	2015	2016
Sickness absenteeism rate	6.30%	6.59%
<b>Work accidents:</b>		
Frequency rate <sup>(1)</sup>	24.71	26.21
Severity rate <sup>(2)</sup>	1.36	1.44

(1) Number of lost-time accidents (excluding commuting accidents) per million hours worked. The number of hours worked is the average workforce multiplied by the average annual number of hours worked.

(2) Number of lost-time accidents (excluding commuting accidents) per thousand hours worked. The days lost due to work accidents are calendar days. The number of lost-time work accidents and the number of days off due to accidents were obtained from HR management data at 31 December.

(3) Includes only La Poste SA and the Group's subsidiaries in France.

The increase in the absenteeism rate is chiefly the result of the ageing of the workforce (with an average age of over 46 years) and of long-term sick leave.

Both accident frequency and accident severity rose in 2016. These results include accidents resulting from rude and aggressive behaviour, the number of which surged 22% in 2016.

Actions to preserve and improve employee health are being undertaken under the Feeling Good at Work programme, which will be renewed each year until 2020.

### Occupational Health and Safety Committees

Occupational Health and Safety Committees met regularly throughout the year. Among other things, these committees dealt with the prevention of occupational hazards and accidents, absenteeism, new health and safety training programmes for managers, safety experts, occupational health and safety staff, and the individual work hardship account. Whereas French subsidiaries must comply with French labour law, foreign subsidiaries, most of which are located in the European Union and Western Europe, observe their national laws and regulations.

## Career development, training and promotion policy

The “pacte social” labour-management agreement, established within the framework of the “La Poste 2020: conquering the future” strategic plan, makes career development and training a core component of the human resources management policy.

### Career development

La Poste has developed a policy of helping its employees manage and develop their careers in accordance with their specific needs and goals. The objectives of this policy are to:

- **help employees** change jobs or relocate within Le Groupe La Poste, find another job in the public sector or set up a business;
- **support the company's modernisation** by facilitating the transfer of skills where and when they are required;
- **pursue the implementation of competencies-based human resources management.**

In addition to Career Development Week, which has been held annually since 2013, in 2016, La Poste set up a Career Development Seasons programme, which requires each La Poste facility to organise at least one career development event every year.

### Internal mobility

La Poste takes various steps to give its employees the opportunity to develop their careers within the Group. For example:

- In 2014, La Poste deployed **a comprehensive list** of the various jobs available within the company, by job category and sub-category. This tool is used to deploy career paths throughout La Poste and plan ahead for skills and workforce development;
- La Poste enables employees to play **an active role in managing their careers** through internal mobility and promotion. This involves providing a coherent internal mobility procedure, job exchanges on the Internet or company intranet, a network of advisors in all business units and a dedicated career development website. The job exchange has seen a sharp increase in the number of job offers posted, from 5,773 in 2014 to 10,989 in 2016.
- La Poste completed its roll-out of **Group Mobility Spaces** which facilitate the career advancement of employees at the regional level. With 10 new such spaces in 2015, there are now 12 throughout France. The ongoing creation of **professional development adviser** positions in all La Poste SA departments since 2015 has increased the number of advisers at the end of 2016 to 244, with a total of 260 targeted for 2017;
- La Poste also continued to create more career paths between its business units and job categories. This has enabled over 31,000 employees to find new jobs within the Group in France in 2016.

1,629

employees transferred to another business unit in 2016.

### External mobility

#### Mobility to other civil service jobs

For employees who are interested in job opportunities with the French Government, a local government agency or in public healthcare, La Poste may oversee their transfer to one of these three branches of French civil service.

This exceptional procedure, which is common to all three branches of civil service, was established under Act No. 2007-148 of 2 February 2007 and has been regularly extended over the years, and until 31 December 2020. In 2016, La Poste helped 198 employees find a new job in civil service.

198

employees found jobs in civil service in 2016.

#### Business creation

La Poste actively supports the entrepreneurial projects of employees who wish to create or purchase a business by providing them with 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.

298

employees created or purchased a business in 2016.



Each employee is encouraged to play an active role in their professional development and take advantage of the career opportunities made available.

### Re-employment in the social and solidarity economy

The social and solidarity economy (SSE) is growing throughout France and offering a wide range of jobs in non-profit organisations, cooperatives, mutual companies and other organisations.

In October 2014, La Poste set up the "Dynamic Alliance" partnership with SSE stakeholders to promote employment in this sector. One of its objectives is to facilitate the SSE projects of La Poste employees (also see page 110).

Through this initiative, La Poste can help them set up an SSE organisation, engage in community work as they approach retirement, or prepare for a career with an SSE organisation.

In 2016,

75

employees were able to realise their SSE projects.

### 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 at work.

Training is the cornerstone of career development and is now more than ever considered to be an investment for the future. The main challenges are to:

- **anticipate and meet the needs** of both the company and its employees for new skills requirements and professional and career development;
- **increase the visibility and accessibility** of training opportunities for all employees, with a harmonised and cross-disciplinary offering;
- **set up a uniform training management system** for the Group and its business units;
- **increase the training skills of trainers** and the larger community of competency developers;
- use available resources as effectively as possible **to improve the quality of training**, employee performance and user experience while optimising costs.

#### Training programmes

The main training programmes currently underway are:

- a programme to develop key employee skills and support their career projects that will offer **50,000 qualification-earning training paths** from 2015 to 2020 with internal certification. In 2015, 6,600 courses were launched and over 12,600 in 2016, for a total of 19,271 at year end;

- **Let's Go Digital!**, which enables all employees to acquire the skills they need to meet the challenges of innovative digital technologies. At the end of 2016, over 60,000 employees had already taken at least one of these courses;

- a **Group-wide programme to develop managerial skills** that was launched in January 2014 and is led by the Group's Institute of Management. At the end of 2016, this offering, which is based on the Group's Managerial Charter, included 20 classroom training programmes, a training path for new managers, a library of 50 online self-service training courses, a series of conferences and a channel of management-related video resources. All Group managers may register for these courses on a dedicated portal. To facilitate employee access to training, in 2016 the Institute of Management set up six additional training sites outside of Paris, in Bordeaux, Lyon, Marseille, Nancy, Rennes and Villeneuve-d'Ascq. All class-room training courses combine trainees from different business units and mix managers of all levels whenever possible.

By the end of 2016, over 10,000 managers had participated in one of the Institute of Management's new training programmes.

For the fourth year in a row, La Poste's training ratio was very high in 2016, with 8 employees out of 10 receiving some type of training during the year, and 9 out of 10 within the past two years. The objectives of the "A Future for Every Employee" agreement, signed in February 2015, continue to be to train 80% of employees annually and 100% every two years, with an average of 100 training hours per employee over five years, and 50,000 qualification-earning training paths within the employee's job category or for a new job. This dynamic and ambitious policy should enable all employees to obtain and maintain the skills they need to do their job and achieve their career objectives.

9

employees out of ten have received training at La Poste over the past two years.

## Training at La Poste

Performance indicators	La Poste	
	2015	2016
Total number of training hours <sup>(1)</sup>	4,776,017	5,164,677
Proportion of employees who took at least one training course during the year <sup>(2)</sup>	81%	76%
Training expenditures as a percentage of payroll	3.92%	4.02%

(1) Total number of hours of internal and external training received by all employees (total workforce present during the year, including work-study students). This number does not include training provided within the framework of an individual employee training account, training sabbatical leave, the accreditation of work experience or skills audits. Training hours are counted in the year in which the training is completed.

(2) Relative to the average workforce, excluding employees absent for more than six months.

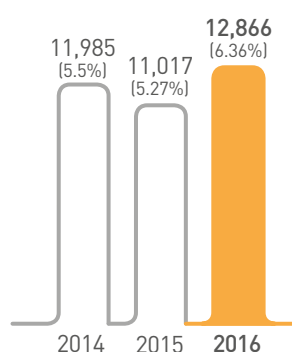
## La Poste's promotion policy

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

- 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 career potential;
- to the next highest grade, on the basis of their work experience, merit and seniority.

In 2016, 12,866 employees were promoted, for an overall promotion rate of 6.36%.

### Number and proportion of employees promoted at La Poste



## Diversity and equal opportunity

La Poste actively promotes diversity in the workplace and equal opportunity throughout the Group. This policy, which is supported by the members of the Executive Committee, is deployed by a network of local diversity officers.

### Preventing discrimination and supporting all forms of diversity

As a signatory of the Charter for Diversity since 2006, La Poste has made formal commitments in its code of ethics and rules of conduct to prevent discrimination. In 2010, Le Groupe La Poste drafted a Recruitment Charter in which it commits to ensure equal opportunity, consideration of all job applications, and objective treatment and respect for all applicants during the recruitment process.

In February 2013, La Poste once again received the "Label Diversité" diversity award. This distinction, which is valid for four years, is granted in recognition of the company's commitments and best practices to promote equal opportunity and prevent discrimination.

La Poste gives all job applicants the same opportunity to be selected on the basis of their skills, qualifications, experience and motivation. Several methods are used to promote diversity during the recruitment process, such as recruiting preferentially in deprived urban areas, vocational training contracts, apprenticeship contracts and recruitment by simulation.



La Poste also makes its employees aware of the importance of diversity. Newly appointed senior executives receive diversity training and awareness-raising campaigns are conducted for all employees.

# 313

**of senior executives appointed in 2016 have received diversity and equal opportunity training.**

## Discrimination incidents and corrective actions G4-HR3

Of the 180 discrimination complaints filed with the national rights mediator in 2016:

- 82 involved quality of life in the workplace, of which 15% had to do with interpersonal conflicts and 11% with job opportunities or retention.
- 52 involved the application of rules.

All of these complaints have been or are being dealt with. Their small number testifies to the effectiveness of anti-discrimination measures.

## Employing disabled and incapacitated workers

La Poste actively employs and encourages the career development of people who suffer from a disability or incapacity. In May 2015, it signed its 6<sup>th</sup> agreement to employ the disabled, which covers the three years from 2015 to 2017.

This policy is implemented through a national network of disability officers.

Priority is given to keeping the disabled employed by adapting their work environments as required or by finding them more suitable jobs within the company. These measures account for 46% of the disability budget under the disability agreement.

The percentage of disabled employees who meet the statutory employment requirement rose once again in 2016, from 5.1% to 5.8%. The company currently employs over 10,269 people who are considered to be disabled. Under the aforementioned agreement La Poste has made a commitment to recruit 350 people with disabilities in three years. At the end of 2016, 310 disabled employees had already been recruited under permanent or work-study contracts, or under temporary contracts for at least six months.

La Poste continues to work with companies that employ the disabled, with the objective of purchasing at least €35.5 million in products and services from these suppliers over a three-year period.

Specific measures have been put in place to ensure a good work/life balance for disabled employees.

These measures include a part-time work arrangement that is more favourable for older employees with a recognised disability, including a lower age for eligibility, more time off, and nine exceptional days of absence to take care of administrative or other requirements specifically related to their disability.

The accessibility of digital communication media and applications is also being improved.

The Group also participates in several events to raise employee awareness of disability and discrimination in the workplace. One example is Disabled Employment Week.

# 5.8%

**of La Poste employees had a legally recognised disability in 2016.**



The disassembly of Le Groupe La Poste waste electrical and electronic equipment provides work for the disabled.

## Gender equality

### 2015 – signing of the 6<sup>th</sup> gender equality agreement at La Poste

#### G4-LA13

In July 2015, La Poste signed its 6<sup>th</sup> agreement on gender equality in the workplace, which sets new targets for the three years from 2015 to 2017.

This agreement seeks to further the hiring and employment of women, to guarantee female employees equal pay, career development opportunities and access to training, to increase employee awareness of gender-related issues and to improve the work-life balance.

La Poste has also signed the following:

- United Nations Global Compact and the Business Leaders Commitment to Global Gender Equality;
- Parenthood Charter (since 2008);
- framework agreement for increasing female participation in governance bodies, which was signed on 9 April 2013 with 16 other large French companies and the Minister for Women's Rights.

In 2016, this policy of actively promoting gender equality resulted in:

- 52% female employees, with women accounting for over 31.7% of senior executives and 48.5% of management-level staff (*cadres*);
- almost a 50/50 balance in the number of women hired by La Poste under permanent contracts (44.8%) in 2016;
- 54.3% of promotions at La Poste being given to women in 2016;
- a very low wage gap overall between women and men, which continued to shrink in 2016, from 5.6% to 5.4%.

# 54.3%

of promotions at La Poste were obtained by women in 2016.

### Proportion of women members of the Group Management Committee

Indicator	2014	2015	2016
Proportion of women on the Group's Management Committee <sup>(1)</sup>	31.32%	30.15%	30.1%

(1) The members of the Management Committee hold strategic positions at La Poste and its French subsidiaries and are appointed by the Group's Executive Committee.

### Pay gap between men and women – Le Groupe La Poste<sup>(1)</sup>

	2015	2016
Civil servants	-33.33%	-3.30%
Other employees	-0.64%	-0.32%

(1) Includes only the parent company La Poste SA and the Group's subsidiaries in France.

### Presentation of the Report on Gender Equality to the Board of Directors

After examining this report, the Board noted that most of the performance indicators show that gender equality at La Poste is improving and is superior to what is normally found in most companies. Differences in pay are extremely low and narrowed even further in 2016. The proportion of women employees in management increased and many measures to improve the work-life balance were implemented.

The Board asked the company's management to continue in this direction, while making sure to maintain efforts to ensure equal promotion opportunities and a higher proportion of women among senior executives.

### Helping parents

#### G4-LA3

As a signatory of the Parenthood Charter, La Poste has made a major commitment to reconciling parenthood with work obligations. Parenthood measures come into effect as soon as pregnancy is reported and apply to both fathers and mothers.

The agreement of 3 July 2015 to promote gender equality in the workplace provides for financial assistance to single-parent families and preferential access to training. The specific requirements of parents with disabled children are also addressed with special aid and work-time flexibility measures. Financial aid is also available to cover the cost of childcare for children under age six and the additional cost of childcare outside of normal working hours. La Poste also offers an external tutoring service for the children of postal workers.

### Managing an ageing and intergenerational workforce

La Poste has set up an age-management action plan to further the hiring, skills development and employability of younger and older people. On 3 October 2016, an agreement on "Employing young people and seniors" was signed which emphasises fair treatment and cooperation between generations. Its objectives are to:

- provide sustainable employment for young people;
- hire older people and keep them employed;
- foster the transfer of knowledge and skills.

### Promoting youth employment

See page 118.

## General compensation policy

### Salaries

Specific measures regarding the accumulation of retirement points apply to employees with civil-servant status.

The compensation policy for private-sector employees is set out in the collective bargaining agreement and through annual pay negotiations. This policy must be adapted to the specific requirements of La Poste, whose services are labour-intensive and are provided by individuals or small entities. This means that the quality of service depends on each employee's attitude and behaviour. La Poste thus seeks to ensure the loyalty of its employees, while keeping personnel costs at a competitive level. The compensation 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 training and professional development. An allowance for employee dependants is also provided to ease the financial burden of a growing family.

2016 saw the signing of a new compensation agreement that is consistent with the positive and balanced trend observed over the past few years and with La Poste's development.

With respect to the employees of the French subsidiaries, compensation is governed by the collective bargaining agreement in their respective industries and by annual wage negotiations pursuant to the French labour code. Foreign subsidiaries observe their national regulations. The compensation of management-level personnel (*cadres*) consists of 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 (i.e. over 10,000 mail and parcel sales staff and banking advisers) are paid variable compensation that depends on the sales policy, particularly with respect to banking activities.

### Incentive pay

Since 2007, La Poste's incentive pay scheme takes not only financial performance into account, but also service quality and sustainable development.

A new three-year incentive agreement was signed in 2015. Employee incentive-based pay is now proportional to the Group's operating profit and thus more directly reflects employee efforts. To increase employee awareness of La Poste's financial performance, a performance bonus is also paid if profits exceed the annual budget target approved by the Board of Directors. An amendment to the 2015 agreement on employee incentive-based pay that was signed on 27 June 2016, makes operating profit an even greater factor in incentive pay.

Incentive pay thus rewards hard work and aligns individual and team efforts with the company's objectives and success. Incentive pay for 2016 totalled €83.1 million. Most of the Group's subsidiaries have also 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 to respectively establish the Group Savings Plan (the "PEG" plan) and the Collective Retirement Savings Plan (the "PERCO" plan).

These plans are available to all employees who have been with Le Groupe La Poste for at least three months, whether they are 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, twelve subsidiaries have elected to join the Group's savings plans, the largest of which are Mediapost, Poste Immo and Chronopost.

At 31 December 2016, Le Groupe La Poste had

**13,815**

employees who were members of the Group's employee savings plans. This is 48.3% more than the previous year.

The parent company La Poste SA had

**105,180**

employees who were plan members, with a total of €666.4 million invested at 31 December 2016.

**48.32%**

of the funds invested in the PEG and PERCO plans meet socially responsible investment criteria.

### Employee profit sharing

Currently, there is no employee profit-sharing programme in place at La Poste. For more information see page 245 of the Le Groupe La Poste registration document. There are profit-sharing programmes in the French subsidiaries, pursuant to the French labour code.

## Compensation at Le Groupe La Poste

Performance indicators	Le Groupe La Poste <sup>(3)</sup>	
	2015	2016
Average annual gross compensation <sup>(1)</sup>	€29,956	€30,395
Change	ND	+1.5%
Ratio of the average salary to the CEO's salary	6.6%	6.7%
Annual employee incentive pay based on annual earnings	€103.1 M	€101.1 M
Number of employees with a Group Savings Plan (PEG) and/or a Collective Retirement Savings Plan (PERCO) <sup>(2)</sup>	83,630	123,887
Employer's net matching contribution	€22.5 M	€27.1 M
Percentage of socially responsible investments in the PEG and PERCO portfolios	36.6%	48.32%

(1) This indicator is calculated from the gross fixed compensation paid. The average compensation includes monthly components but not variable bonuses. The number of employees is the average annual number of full-time equivalents.

(2) La Poste and some subsidiaries, such as Mediapost, participate in the Group Savings Plan (PEG) and the Group Collective Retirement Savings Plan (PERCO). La Banque Postale has its own employee PEG and PERCO plans.

(3) Includes only the parent company La Poste SA and the Group's subsidiaries in France.

## Employee share ownership

Article 1 of Act No. 2010-123 of 9 February 2010 provides that the share capital of La Poste shall be held by the French government and by other public-sector legal entities, except for the portion that may be held under employee shareholding arrangements.

Since this provision enabling employee share ownership has not been exercised to this date, La Poste has no employee shareholders.

## Employee benefits

### Pension scheme

**G4-LA2, G4-EC3**

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

Pursuant to Act No. 2006-1771 of 30 December 2006, which concerns the funding of civil-servant pensions, the payment of a payroll contribution discharges La Poste from any future liability in relation to the civil-servant pension scheme. In accordance with the principle of "fair competition", the rate of this contribution is calculated 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, in respect of the risks that are common to both private-sector employees subject to the general law and to civil servants. Since 2010, only the contribution at the fair competition rate is applicable.

## Supplementary health and personal risk insurance

Under an agreement signed on 19 May 2006, a mandatory supplementary group health and personal risk insurance plan has been in effect since 2007 for salaried staff.

The contributions system reduces the financial burden on families and the lowest income employees.

For civil-servant employees, a scheme to reimburse health-care expenses was implemented on 1 January 2012, pursuant to the option available under the Act of 9 February 2010 (Act No. 2010-123 concerning La Poste and postal activities). An agreement on 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 performance of both health-care schemes has strengthened health-care coverage since 1 October 2013.

### Benefits in kind

All La Poste SA employees are entitled to benefits in kind<sup>(1)</sup>, for which the budget in 2016 was over €205.9 million. There are four main types:

- food services, which consist of meals served in company canteens and restaurant vouchers (102,800 beneficiaries per day on average) and account for 46.9% of the 2016 budget;
- cultural and leisure activities (20.4% of the budget)
- child and youth aid (19.9% of the budget), consisting of infant and childcare services, stays in summer camps and tutoring;
- mutual-aid and solidarity actions (6.5% of the budget), which consist of financial aid to families with children with disabilities or members with severe illnesses or who suffer from substance abuse, to blood donors, to emergency responders and to people with disabilities.

La Poste has also developed benefits for individual employees in accordance with its company policy, such as holiday vouchers (44,559 beneficiaries), school expense allowances, and prepaid universal service checks. In 2016, La Poste set up a programme to assist employees who are family caregivers.



The Clara is one of the prizes the La Poste Corporate Foundation awards to promote reading among young people.

### Expenditures on benefits in kind

<i>(in millions of euros)</i>	2016	as a %	2015
Canteen service and economic activities	96.6	46.9%	96.8
<i>Of which meal vouchers</i>	39.4	19.1%	34.9
Cultural and leisure activities	41.9	20.4%	42.9
Children	41.0	19.9%	41.2
Mutual aid and solidarity	13.3	6.5%	14.8
Management and administration fees	13.1	6.3%	13.2
<b>Total</b>	<b>205.9</b>	<b>100%</b>	<b>208.1</b>
Average amount per employee (in euros)	1,058		1,028

(1) Since 2013, all employee benefits in kind, which had been mainly reserved for permanent employees, have been progressively made available to employees hired under temporary contracts for over three months.

The Employee Benefits Advisory and Management Committee (COGAS) is responsible for overseeing and managing the benefits in kind to which La Poste employees are entitled. COGAS is composed of 24 members: eight company representatives, eight union representatives and two representatives for each of the national associations that represent the four types of benefits. The committee, which is chaired by the Group Head of Human Resources, bases its decisions on the work of the Group's DNAS department, which manages benefits in kind at the national level.

To improve the work-life balance of employees who care for dependent family members, COGAS set up the **Employee Family Caregiver Information Desk**. This new service, which is in addition to the Family Caregivers Guide published in December 2015, enables family caregivers to call a hotline number during the day and obtain information about the services to which they may be entitled given their particular situation, assistance with application forms, and information about the assistance benefits that La Poste and the organisations recognised by COGAS may offer. Since 1 July 2016, depending on their needs the Employee Family Caregiver Information Desk enables family caregivers who meet specified criteria to obtain the Family Caregiver's Certificate. The granting of this certificate, which depends on the family member's degree of dependency and kinship, entitles the beneficiary to services that are specifically reserved for family caregivers.

Another action to ensure a proper work-life balance is free assistance with homework for the children of employees since 1 December 2016.

### Employee housing

The employee housing policy is an integral part of the Le Groupe La Poste's strategic plan. Le Groupe La Poste is the largest contributor to Action Logement, the national construction fund which is funded by employers. Since 2006, the Group has conducted an active employee housing policy under successive collective agreements signed with all trade unions. This policy is underpinned not only by the services available under the Action Logement programme, but also the Group's large portfolio of social housing properties and other resources. The subsidised housing units are mainly reserved with the Poste Habitat Group, whose four social housing (HLM) subsidiaries oversee over 15,000 subsidised housing units of which more than 50% are rented to the Group's current or retired employees.

La Poste's direct housing services (which include temporary accommodations, subsidised rental, intermediate rent-controlled housing units and assistance with first-time home purchase) and related services (advice, guarantees, home loans, construction loans and financial aid) offer employees housing solutions at each phase of their career and life. Over 9,000 employees benefited from these services in 2016, of which 2,300 were able to obtain subsidised housing.

## Employee representation and benefits

### The legal status of La Poste employees

Since La Poste employs civil servants, contractual agents subject to public law and salaried employees subject to private law, it does its best to ensure that the same rules or comparable rules apply to these three categories. This is essential since civil servants and private-sector employees often work side by side doing exactly the same job.

Since 2002, all new employees hired by Le Groupe La Poste are subject to private law. The number of public-sector employees has been steadily declining and represented 35.5% of the Group's workforce at the end of 2016 (vs. 38.4 in 2015).

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

Pursuant to Article 31 of the Act of 2 July 1990, collective bargaining agreements apply to "contractual agents". Act No. 2010-123 of 9 February 2010, which directly concerns La Poste and postal activities, did not amend the provisions relating to the legal status of personnel.



## Social dialogue and employee representation

### Employee representative bodies at La Poste

**G4-LA5**

The various bodies that represent employees at La Poste are to a large extent subject to the laws that govern civil service, except for Occupational Health and Safety Committees (OHSC), which were established at La Poste on 15 November 2011, and which are largely governed by the French labour code.

La Poste's conversion from a public industrial and commercial establishment to a public limited company in 2010 had no impact on employee representative bodies, other than the creation of the OHSC the following year. Given the coexistence of different categories of staff (civil servants, contractual agents subject to public law and salaried employees subject to private law) the rules that govern employee representation and social dialogue must be applied consistently to all employees.

At least

**100%**

**of the Group's employees are represented in Occupational Health and Safety Committees.**

In addition to the above bodies, La Poste has two committees whose role is to inform and consult with employee representatives:

- **the La Poste Strategic Information Committee (CESP)** and the La Poste Social Dialogue Committee (CDSP), which function pursuant to the agreement of 21 June 2004 between La Poste and its trade unions and Act No. 2005-516 of 20 May 2005;
- **the Le Groupe La Poste Strategic Information Committee (CESG)**, which was established on 22 December 2011 to strengthen employee information and social dialogue at the Group level.

French subsidiaries comply with French law governing employee representation and industrial relations.

At the European level, GeoPost's European Works Council (EWC) is composed of representatives of GeoPost subsidiaries in Belgium, Czech Republic, Croatia, Estonia, France, Germany, Hungary, Ireland, Latvia, Lithuania, Netherlands, Poland, Portugal, Spain, Slovakia, Slovenia, Switzerland and United Kingdom. The EWC's 15 members include elected employee representatives (the number of whom is proportional to the country's workforce), company representatives, and GeoPost's Chairman and Director of Human Resources. The EWC meets at least once a year.

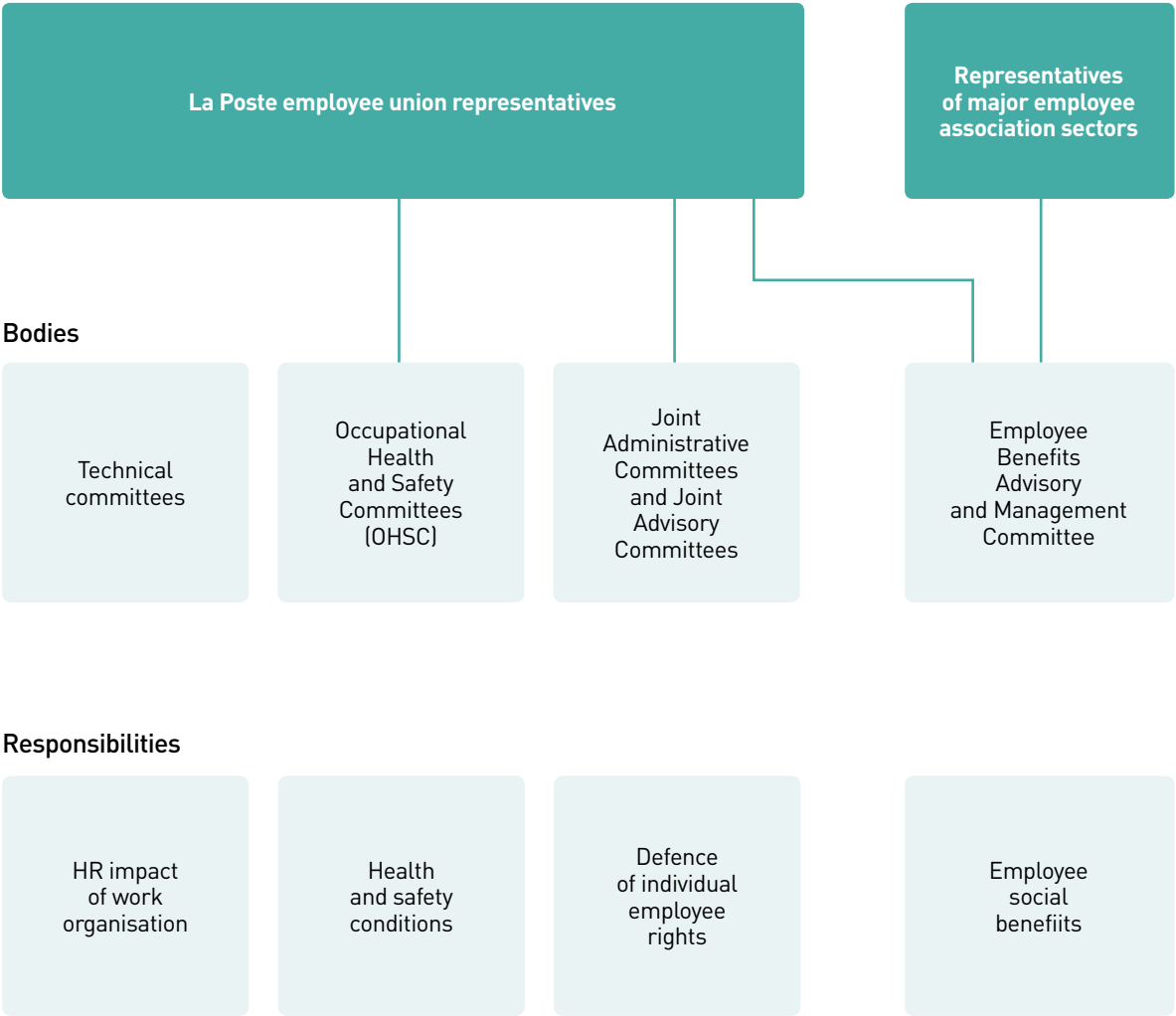
### La Poste Employee representative elections

Employee representatives are elected every four years. The last elections were held in December 2014. At this time, La Poste employees elected their local and national representatives to the Technical Committees, Joint Administrative Committees and Joint Advisory Committees. The participation rate for the national Technical Committee representative elections was 75.63%, a high and stable level that reflects postal employee support for social democracy.

Employee representatives on Technical Committees are directly elected 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. The numbers of representatives elected from each union at the national Technical Committee meeting were: CGT (4), CFDT (3), SUD (3), FO (3) and CFTC-CGC-UNSA (2).

Employee representative bodies at La Poste



### Number of days lost due to strikes

	Groupe La Poste <sup>(2)</sup>	
	2015	2016
Number of days lost due to strikes <sup>(1)</sup>	125,002	200,775

(1) This is the number of days of work lost due to local or nationwide strikes. Since this number is based on payroll data it does not include paid strike days.

(2) Includes only the parent company La Poste SA and the Group's subsidiaries in France.

The increase observed in 2016 was the result of striking throughout France that did not concern La Poste specifically.

### **Negotiations and agreements**

#### Collective agreements signed in 2016

	La Poste	La Banque Postale	GeoPost	Sofipost	Poste Immo
Total number of collective agreements signed (incl. amendments)	5	25	3	71	5

#### **National collective agreements and amendments signed in 2016 at La Poste**

2015 saw the signing of 11 collective agreements and one amendment. One of the most noteworthy of these agreements is the A Future for Every Employee agreement, since it is the main framework for the social support measures in the Group's 2015-2020 strategic plan. These measures include workforce and skills development planning, the promotion of internal mobility, an unprecedented training effort, management support, and additional measures to improve health, safety and working conditions. In 2016, the following agreements were signed:

- the agreement on social support measures for the La Poste Village project to unite the Group's head offices at a single site (signed on 8 January by CFDT, FO and by the union group CFTC/CGC/UNSA);
- the Counter Clerk/Account Manager staff agreement (signed on 1 March by CFDT, FO and the union group CFTC/CGC/UNSA);

- an agreement on compensation measures for 2016 (signed on 15 March by CFDT and the union group CFTC/CGC/UNSA);
- an amendment to La Poste's profit-sharing agreement for 2015-2017 (signed on 27 June by CFDT, FO and the union group CFTC/CGC/UNSA);
- an agreement on the employment of young people and seniors for 2016-2018 (signed on 3 October by CFDT, FO and the union group CFTC/CGC/UNSA).

Seven major negotiations were also initiated:

- on improving working conditions and on changes affecting the work of mail carriers and their supervisors, which resulted in an agreement in February 2017;
- on social dialogue, to reassert its importance at all levels of the company by promoting the exchange of information, consultation and negotiation between La Poste and its representative trade unions. This negotiation is expected to result in the replacement of La Poste's social dialogue agreement of 21 June 2004;

- on union law, for the purpose of specifying the rights and means available to union representatives in exercising their responsibilities to achieve constructive social dialogue in accordance with the agreement on social dialogue. The resulting agreement will replace that of 27 January 2006, which was annulled by the Conseil d'État in 2009. It also aims to recognise the role that union representatives play and ensure that their career development is protected and valued;
- on setting up a "Group body" to enable management and union representatives to review and discuss strategic issues that concern the entire Group. The future body will come to replace the current Le Groupe La Poste Strategic Information Committee (LGLPSIC) and will be composed of national labour union representatives and La Poste's executive management;
- on changes to supplementary health and personal risk insurance plans, in particular to bring them into compliance with recent statutory and regulatory changes;
- on the working conditions of banking advisers and on support measures in setting up the La Poste Network's regional departments in 2017.

#### **Follow-up on commitments under agreements in effect at La Poste in 2016**

All of the agreements indicated above are reviewed annually by a special committee, which reports to the signatory trade unions on the progress made in implementing the agreed measures.

#### **Social dialogue**

**These agreements are the result of productive social dialogue with all representative trade unions.**



# 9

## New forms of solidarity for better social inclusion

P. 140 — Le Groupe La Poste, a supporter of worthy causes

P. 142 — Widening access to employment, education and culture

Le Groupe La Poste firmly believes that sustainable regional development can only be achieved by improving the quality of life of the people living in the region and by enabling them to participate fully in society. The Group is therefore creating, driving and supporting solidarity initiatives to end the isolation of rural areas and disadvantaged urban neighbourhoods and prevent, for example, financial exclusion of all forms, the deterioration of social ties and a disconnection from employment. It is focusing on two levers, namely, helping vulnerable persons access cultural activities and education and creating local employment.

The Group's various entities directly support non-profit organisations and work with them to develop innovative solutions. Everywhere at La Poste, steps are taken to help employees who wish to volunteer their time or skills to a cause they believe in.

#### Key figures for community initiatives in 2016

Type of commitment	Entity		Budget (€)
Philanthropy	La Poste	Tax-deductible charitable donations by La Poste, including: • La Poste's Corporate Foundation	8,016,475 1,000,000
	La Banque Postale	Tax-deductible charitable donations by La Banque Postale, including: • "L'Envol, le campus de La Banque Postale"	3,798,630 2,418,752
	GeoPost	Charitable donations to Institut Pasteur, Ashoka, Le Foyer de Cachan, etc.	202,880
Total			12,017,985
Historical Committee (CHP) budget			80,000

## Le Groupe La Poste, a supporter of worthy causes

Throughout its history, Le Groupe La Poste has backed campaigns promoting important national causes. These are selected based on their fit with the company's values and the level of support demonstrated by employees.

### Committing to important national causes and projects of public interest

For more than 30 years, the Group has been a partner of the charity **Pièces Jaunes**, which by collecting small change raises funds to improve the lives of hospitalised children. In 2016, the campaign accounted for one million piggy banks in post offices, one million thank-you cards delivered to children by postal employees and €1.8 million raised.

The Group is also a partner of the **Téléthon**, which raises funds for research on genetic neuromuscular disorders and for assisting people suffering from these diseases. In 2016, nearly 1,000 employee volunteers contributed to the Téléthon's success by taking 500,000 donation pledges in 54 call centres, resulting in almost €400,000 collected by La Poste for the charity.

In 2016, La Poste donated €1,788,000 to the **Croix-Rouge** (the French Red Cross), of which it has been a partner for 101 years.

La Poste's employees have also answered over a million letters to Father Christmas from more than 140 countries, a service they have carried out for more than fifty years.

### Standing by referees and the values they uphold

Referees and postal employees are alike: they are trusted, on-the-ground players who work for the public interest, serving everyone, everywhere in France. For ten years, La Poste has partnered with **Tous arbitres**, a programme to assist and show appreciation for the 58,000 elite and amateur referees who work with soccer, rugby, handball and basketball federations and professional leagues. The three ambitions of the programme are to provide concrete assistance to referees in their profession, raise appreciation of the referee's role and inspire future referees. In 2016, Teddy Riner's participation in the "Journées Nationales de l'Arbitrage" ("National Referee Days") event promoted the sporting spirit among children, which is a value shared by referees and Olympic athletes.

La Poste is a partner of **Paris 2024**, the committee supporting Paris's bid to host the Olympic Games and the Paralympic Games. The theme chosen for the game resonates with refereeing: the sporting spirit and the values it embraces.

### Fighting for financial and social inclusion

La Banque Postale and the La Poste Network support several banking education initiatives:

- La Banque Postale sits on the board of directors of "La Finance pour tous" – a non-profit organisation whose members include a La Banque Postale employee working as a skills volunteer – and supplies its advisors with educational documents to help customer manage their budgets wisely.
  - In 2016, 80 new hires attended the recently introduced training sessions for budgeting skills workshops. These workshops are then conducted for young people participating in a special insertion program ("Garantie jeunes") coordinated by specialised local centres, as well as people who have recently arrived in France or are in a vulnerable situation. More than 200 employees of La Banque Postale and La Poste Network now volunteer in these programmes, alongside non-profits such as FACE, PIMM'S and Passerelles et Compétences.
  - La Banque Postale supports initiatives by the non-profit Crésus to teach budgeting skills: it promotes the financial education board game Dilemme® and takes part in the "Budget Days" event held in Strasbourg since 2014.
  - Lastly, La Banque Postale and La Poste Network helped to create a new publication called "Debout", which addresses the 8.6 million people living below the poverty line (14% of the French population, according to INSEE), as well as low-income households, students and social workers. Distributed by social services and non-profit organisations, the free magazine includes useful advice, fact sheets, information on special deals, and how-tos.
- Because La Banque Postale firmly believes that active and structured cooperation can combat banking and financial exclusion, in October 2012 it founded a think tank ("L'Initiative contre l'exclusion bancaire") to better respond to the needs of financially vulnerable customers. Some 20 professionals from the social, non-profit and banking sectors work together to:
- Enable people in financial difficulty to become more familiar with the professionals they interact with, and vice versa
  - Learn and work together to develop and test products, services and practices that meet the needs of these customers
  - Promote and defend the most relevant solutions, in particular among public officials.





La Banque Postale and La Poste Network work to promote banking inclusion through numerous initiatives and partnerships.

To bridge the digital divide for people living in poverty, La Poste joined an experiment initiated by a department of France's ministry for social affairs (Direction générale de la cohésion, DGCS). Participating in this initiative, launched in September 2016 for one year, are La Poste, UNCASS and the CCAS centres located in Besançon (Doubs *département*), Plateau de Haye and Briey (both in the Meurthe-et-Moselle *département*), who chose to join the effort. To users of CCAS services, the program offers access to a Digiposte digital safe as a free, secure storage solution for their administrative paperwork, especially their identification papers, proof of address, tax notices and health insurance documents.

## Supporting solidarity initiatives by postal employees

In 2016, La Poste continued to facilitate volunteering and encourage its employees to volunteer by hosting a **nationwide volunteering week**. During this event, non-profit organisations increase their visibility and regions can promote their employees' involvement on minisites created just for the occasion. During one book drive, 2,000 books were collected.

La Poste actively supports its **employee clubs** and their work in the solidarity sector – for France's blood drive association, organisations to promote the employment of people with disabilities (the AGEF centres in Nuits-Saint-Georges and Pays de Brive), and the union of first aid workers and rescuers (Union nationale des secouristes et sauveteurs, UNASS). Their activities extend beyond the sphere of postal employees.

La Poste facilitates and appreciates the contribution of its employees to the work of these clubs: nearly 2% of all active postal employees volunteer their time, in addition to the significant participation of retirees<sup>(1)</sup>.

La Poste's commitment is also embodied in the 200 employees it makes available to other organisations. The 2016 theme of the third "Bourse Solidarité" – a contest that rewards volunteer work by an active employee, whether individual or through an organisation, extending beyond sphere of their profession – was intergenerational assistance. The three winners received a monetary award from La Poste and were distinguished as outstanding employees.

(1) Source: Internal survey of community activities, conducted among 9,224 employees at the end of 2014.

## Widening access to employment, education and culture

### Accompanying young and/or vulnerable persons into the workplace

With the assistance of experienced partner organisations, Le Groupe La Poste takes action to help vulnerable persons find work, in particular by:

- Informing the most vulnerable young people and jobseekers about its professions and more generally about sectors where there are job openings
- Developing mentoring and sponsorship programmes for young and/or vulnerable people, run by employees
- Helping gain access to culture.

### Taking action for youth education and employment

#### Implementing a proactive apprenticeship policy

Providing support to regions in their efforts to train young people is important to La Poste. It continues to promote apprenticeship by covering all costs related to the training of its apprentices, through the payment of an apprenticeship tax. More than 2,000 apprentices receive training each year, at no additional cost for the training centres they attend and with no need to apply for regional government subsidies. To support other training providers as well, a portion of La Poste's apprenticeship tax funds partners sharing the same values of social inclusion, especially the inclusion of people with disabilities and people from diverse backgrounds. La Poste also ensures a balance among its funding of public and private higher education institutions and secondary schools.

#### Joining forces with specialist organisations to help young people of all backgrounds and education levels gain better access to education and employment

Through the career exploration events, job interview workshops, networking opportunities and confidence-building courses provided by many volunteer employees, La Poste reaches out to young people throughout France.

#### Mentoring young graduates, with NQT

In September 2015, Le Groupe La Poste renewed its partnership with "Nos quartiers ont des talents" (NQT) for another three years. This non-profit organisation helps young graduates from less-advantaged neighbourhoods or backgrounds enter the workforce. Close to 150 postal employees work with NQT, which notably finds mentors for three-year or four-year university graduates and more generally strives to enhance the employability of young people in need, whether because they come from

a difficult neighbourhood, live in a rural area or have a disability.

#### Nurturing talent with La Banque Postale's L'Envol program since 2012

A partnership between La Banque Postale's "L'Envol, le campus de La Banque Postale" program and France's national education authorities was renewed in 2016 to help young students from less-privileged backgrounds, in both urban and rural areas, pursue a wide diversity of career paths and access high-quality education. The program offers two tracks, one general and one vocational. In both, students are given individual support, learn study methods, share cultural experiences, receive education and career guidance, and more.

#### "L'Envol" in numbers

At the end of 2016, "L'Envol" accounted for:

- 30 participating academies
- 374 students
- 526 mentors
- 1,000 days of volunteering

Some 20 employees volunteer with "Passeport Avenir", a partner of Docapost since September 2016, to help foster a new generation of business leaders among young people from disadvantaged backgrounds, through tutoring and outreach in high schools and universities.

#### Giving school-leavers a second chance with E2C

La Poste is a member of the Foundation for the E2C network of second-chance schools, and in 2015 it renewed its partnership with E2C for three years. The network spans 43 schools and welcomes 14,385 young people under 26 having left school without a diploma. To help these people, in addition to the very significant contribution it makes through the payment of an apprenticeship tax, La Poste has developed an innovative action plan for employment, which includes:

- Preparing young people for job interviews by conducting interview simulations
- Enhancing self-awareness through photo workshops with the La Poste photography club, teaching corporate etiquette, etc.
- Organising writing workshops with the support of La Poste's Corporate Foundation
- Exploring the use of digital technologies in workshops on connected objects and job searching.

### Partnering with Le Foyer de Cachan: 100 years of solidarity and helping youth in difficulty

Founded over a century ago, Le Foyer de Cachan, a non-profit organisation officially recognised as of public utility and subsidised by La Poste since its creation, has never wavered in its commitment to help young people in difficulty. Le Foyer de Cachan operates a state-sponsored private vocational high school whose mission is maximise its students' chances for academic success and entering the labour market.

A supplementary agreement signed by Le Groupe La Poste and Le Foyer de Cachan in 2016 strengthened their collaboration to enhance:

- presentations by postal employees to talk about their jobs in the sales sector and answer questions;
- awareness of CSR and its issues through workshops;
- mentoring of young people by postal employees or other companies or volunteers.

### Supporting entrepreneurship among young people

The Group encourages youth entrepreneurship. A few examples follow:

- 20 employees work with **Entreprendre pour Apprendre** ("Learn through Entrepreneurship") to accompany high school students who create mini-businesses. In particular, this activity helps them discover the world of business and how a company functions;
- 20 mentors in Greater Paris work with **La Finance Pour Tous** to help final-year high school students develop their business case;
- La Social Cup, a nationwide student social entrepreneurship competition co-founded by La Banque Postale, MakeSense and KissKissBankBank, was held for the third year in a row. The 2016 edition inspired 1,400 students to start a social enterprise. As many as 120 projects addressing major social issues (education, healthcare, the environment, food, etc.) were presented. The 12 finalist projects received a monetary contribution from La Banque Postale for their first crowdfunding campaign launched on KissKissBankBank.

### Preserving memory and heritage with the Musée de La Poste

Since its creation in 1946, and by its very nature, the Musée de La Poste has been an active player in La Poste's CSR policy. Through the government-owned postal and stamp collections it manages, the museum reaches out to all audiences to safeguard collective memory and heritage and promote historical knowledge. By hosting exhibitions with a link to history, art or society, it transmits and promotes culture among all generations. Over the past several years, the museum has launched multiple initiatives in favour of CSR, both within and beyond its walls.

#### Within the museum

The renovation work currently underway was designed to ensure accessibility for all, including persons with physical, mental or sensory disabilities.

The project has a low environmental impact characterised by minimal waste production, waste traceability, recycling of deconstructed materials, use of energy- and material-saving methods, limitation of risks and disturbances impacting local populations, limitation of risks on workers' health and of local pollution resulting from deconstruction. In addition, a special website has been created where residents can post questions about the renovation, which will be answered by Poste Immo teams.

Temporarily installed near the museum, the boutique sells products made by companies that promote workplace insertion or up-cycling, such as Extramuros, as well as notebooks, jewellery and other items sourced through fair trade.

#### Beyond the museum

The museum organises outreach events throughout the Greater Paris area targeting a range of audiences including school groups, senior citizens, hospitalised children and, in particular, the social stakeholders for whom free programmes have been developed to support foreign adults learning French, young people seeking employment and residents of less-advantaged urban neighbourhoods. A total of 1,463 persons benefitted from more than 100 socially-minded initiatives in 2016, 22 of which were designed for second-chance schools. One event in particular called "Aux timbres citoyens!", which addresses citizenship and the values of the French Republic through stamps, has been in high demand by social organisations.

The Musée de La Poste also creates travelling exhibitions on themes such as the history of the La Poste, women who have contributed to La Poste, La Poste and World War I, ethics and deontology. Through these exhibitions,

which may be hosted by local authorities, associations, libraries and so on, the museum contributes to raising national awareness of La Poste's history and values. The museum also supports young theatrical or musical groups such as La Compagnie des Dramaticules and Artifices, among others, as well as emerging artists. Through its publications, the museum keeps tens of thousands of persons who are passionate about history, stamp-collecting and culture informed of its latest news and initiatives, thereby playing its part in fostering social cohesion and meaning.

### Supporting historical research

Created in 1995 and now under the responsibility of La Poste's Chairman and CEO, represented by the director of culture and heritage, the Comité pour l'Histoire de La Poste (CHP) is staffed by postal employees and university researchers. CHP's role is to help enhance knowledge about La Poste's history from before the French revolution (the Ancien Régime) to the present times, from various angles: the history of the French government, its institutions and its administration, as well as the people working at La Poste, their jobs, the company, the techniques used, and society in France.

The CHP assists and encourages research into La Poste's history by student and professional researchers, strives to spread knowledge and builds relationships with similar organisations and entities, whether in other French companies or abroad.

CHP's objectives are to:

- constitute an archive of oral and written material by gathering employees' or witnesses' recollections and testimonials of life at La Poste;
- periodically organise autobiographical contests based on life stories;
- establish inventories, guides and statistical yearbooks;
- Guide, facilitate and inspire research by granting scholarships to Master's and doctoral students and postdoctoral researchers;
- promote research on postal history by organising or participating in seminars and research days;
- disseminate and publish research on La Poste's history.

Since 1995, more than 130 university research projects have been supported, including 25 doctoral theses and almost 40 works either funded or published by La Poste. In 2015 and 2016, many papers and conferences explored the role of La Poste and its employees during World War I.



Mentors and students from L'Envol at La Banque Postale's headquarters in Paris.

## La Poste's Corporate Foundation: transmitting culture, solidarity and innovation through writing

La Poste's Corporate Foundation, which celebrated its 20<sup>th</sup> anniversary in 2016, promotes human development and proximity through writing – for everyone, across the country and in all its forms. This choice reflects the essential values of La Poste, which is close to, supportive of, and attentive to local communities, every day.

Writing is an obvious, central aspect of La Poste. It is a means of sharing heritage and accumulated knowledge. It creates and strengthens social ties. It facilitates integration, offering individuals an opportunity to improve their lives. Writing complements reading. To write is to be able to take action on a daily basis; to affirm oneself and sharpen one's thoughts; to fight oblivion and distance; and to communicate, share, participate and claim a place in the digital world.

Being unable to use or master this means of expression is difficult. That is why La Poste's Corporate Foundation is committed to combating all forms of illiteracy, whether the medium is traditional or digital. The Foundation also focuses on literary writing, which illustrates the sharing of ideas, taking special interest in correspondence. Its aim is to present these forms of writing to a wide public, to bring them to life by combining them with other art forms and to build awareness of this heritage. Lastly, the Foundation encourages writing as a creative, living art form by supporting and awarding prizes to young talents who integrate music into written texts.

The Foundation makes sure the initiatives it supports are geographically diverse and encourages postal employees to identify with and participate in them. In 2016, the Foundation devoted 18% of its budget to community actions involving writing, financing 108 initiatives that benefited close to 21,000 people. In particular, 40 non-profit organisations received the support of La Poste's Corporate Foundation to roll out initiatives that promote writing for everyone. They ran writing workshops for prison inmates, for teenagers undergoing psychotherapy, for young school-leavers wanting to re-enrol, for retirement home residents and their caregivers. Activities were also proposed to six-year-old pupils having difficulties learning to read and write, to encourage them through fun and play. Any and all means are used to help everyone read and write confidently, so they can find their place in society and connect with themselves and with others.



La Poste's Corporate Foundation, whose mandate has been extended until 2021, takes action throughout the country in three main areas of general interest: education, solidarity and culture, which form the basis of human development, living in society and openness to experience. It strives to foster social cohesion and the enhanced well-being brought by writing and intends to continue fulfilling its role as the Foundation for all employees.



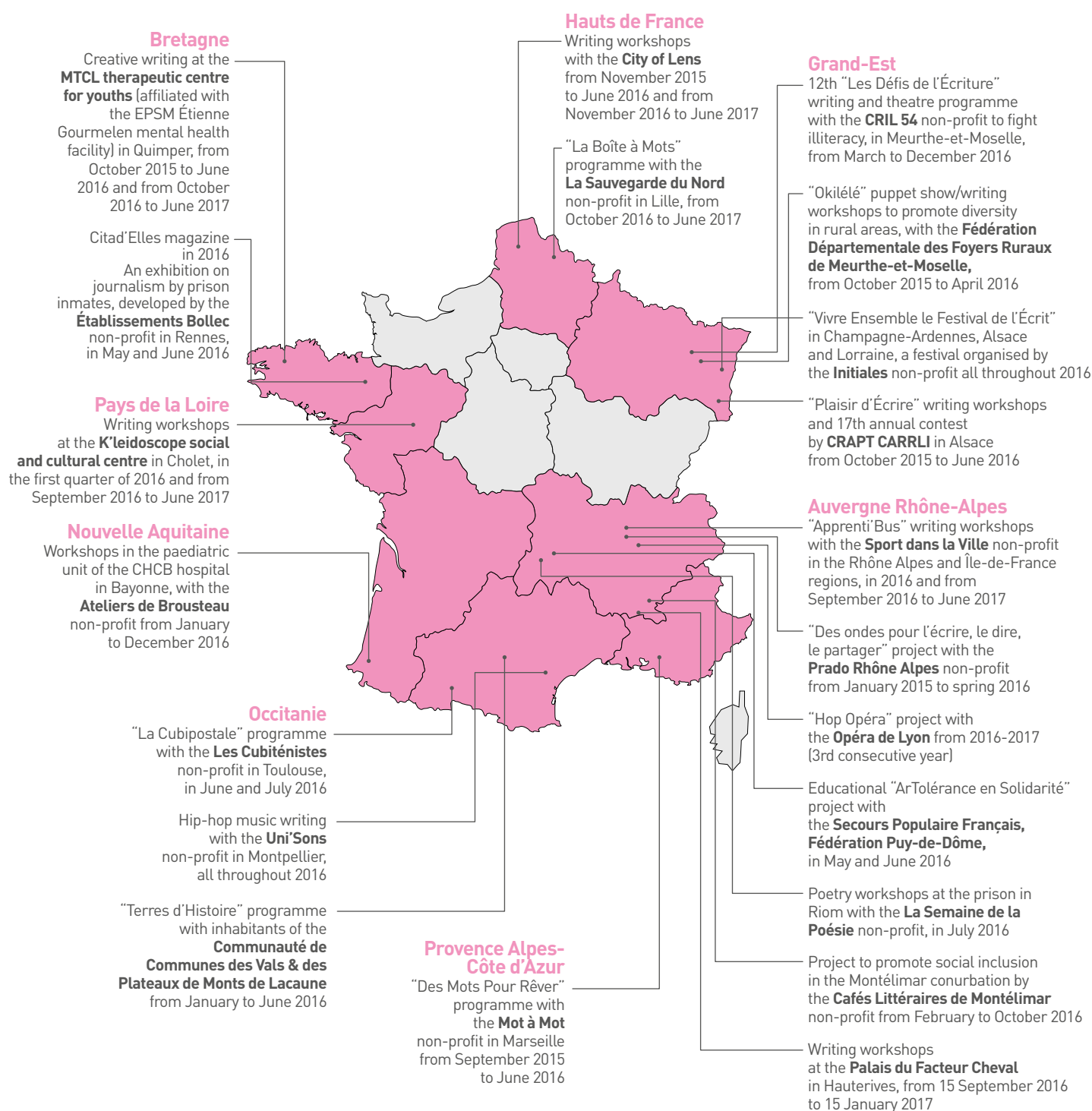
**Dominique Blanchecotte,**  
Executive Officer of  
the Foundation





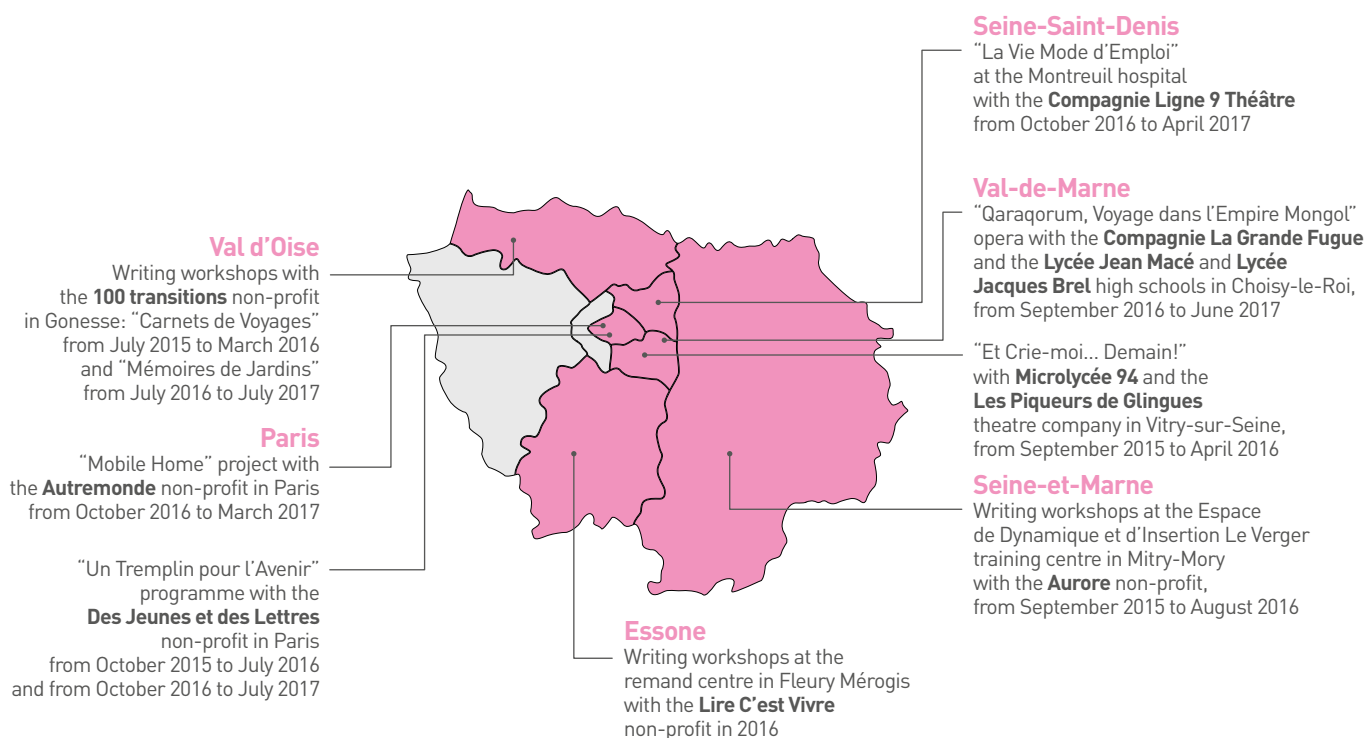
# The Foundation's solidarity initiatives in 2016

in mainland France

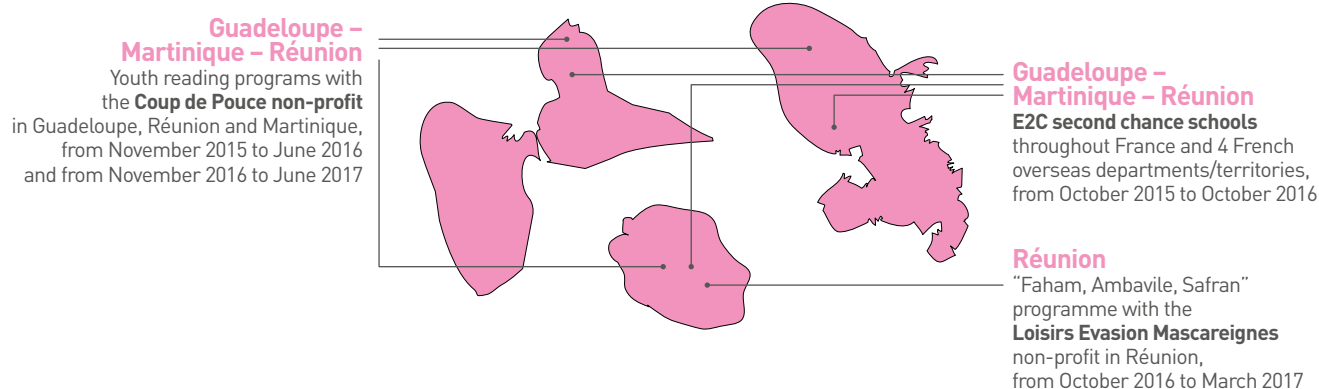


# The Foundation's solidarity initiatives in 2016

## in Île-de-France



## in overseas France



## Nationwide projects

- **Agir Pour l'École** non-profit
- "Vie Citoyenne" 2016 contest in the **E2C network of second chance schools** (40 schools throughout France) and round table at the Assemblée Nationale on 3 November 2016
- Life narratives by migrants, with the **ASSFAM association for social services to migrants** in the Île-de-France and Rhône Alpes regions, from October 2016 to September 2017
- "Apprenti'Bus" writing workshops with the **Sport dans la Ville** non-profit in the Rhône Alpes and Île-de-France regions, in 2016 and from September 2016 to June 2017





# 10

## Appendix

- P. 149 — GRI-G4 reference index
- P. 163 — Table of indicators
- P. 179 — Note on methodology: Scope and reporting methodology
- P. 182 — Glossary

# GRI-G4 reference index

## Article 225 of the Grenelle II law. Global Compact COP and SDG

RD = Registration Document / CSRR = CSR Report / LGLP = Le Groupe La Poste / LBP = La Banque Postale / LP = La Poste (parent company) / n/a = not applicable / n. av. = not available / n. d. = not disclosed

LE GROUPE LA POSTE	GRI-4 REFERENCE				CROSS-REFERENCE TABLE		
GRI No.	Scope	CSRR page	Chapter	Grenelle II	Global Compact (relevant criteria)	SDG	CDP 2016 Climate Change
GENERAL STANDARD DISCLOSURES							
1. Strategy and analysis							
G4-1 – CEO's statement on the relevance of sustainability and his strategy for addressing sustainability.	LGLP			I.2.a.i			2.2 – 2.2a 3.1 – 3.1e
G4-2 – Description of key impacts, risks and opportunities	LGLP		1. 3	I.2.a.i			2.1 – 2.2 3.1a 5.1 – 6.1
2. Organisational profile							
G4-3 – Name of the organisation	LGLP		1	I.2.a.i. ii II.2.a.i. II.3.c.i			
G4-4 – Primary brands, products and services	LGLP		1	I.2.a.i. ii II.2.a.i. II.3.c.i			
G4-5 – Location of headquarters	LGLP		1	I.2.a.i. ii II.2.a.i. II.3.c.i	---		
G4-6 – Countries where the organisation operates	LGLP		1	I.2.a.i. ii II.2.a.i. II.3.c.i	---		
G4-7 – Nature of ownership and legal form	LGLP		1	I.2.a.i. ii II.2.a.i. II.3.c.i	---		
G4-8 – Markets served	LGLP		1	I.2.a.i. ii II.2.a.i. II.3.c.i	---		
G4-9 – Scale of the organisation	LGLP		1	I.2.a.i. ii II.2.a.i. II.3.c.i	---		
G4-10 – Breakdown of the workforce	LP and LGLP		8	I.a.i. ii. iii	6 to 8	8	
G4-11 – Employees covered by collective bargaining agreements	LGLP		8	I.c	6 to 8	8	
G4-12 – Description of the organisation's supply chain.	LGLP		7	I.2.a.i. ii. iii II.3.c	---	12	
G4-13 – Significant changes during the reporting period	LGLP		1	I.3.c.i	2		

LE GROUPE LA POSTE	GRI-4 REFERENCE				CROSS-REFERENCE TABLE		
GRI No.	Scope	CSRR page	Chapter	Grenelle II	Global Compact (relevant criteria)	SDG	CDP 2016 Climate Change
<b>Commitments to external initiatives</b>							
<b>G4-14</b> – Precautionary approach or principles	LGLP and LBP		4	---	1		
<b>G4-15</b> – External charters, principles or other initiatives	LGLP		2.4	---	1 to 21		2.3 – 2.3c
<b>G4-16</b> – Membership of associations or advocacy organisations	LGLP		2	---	15 to 17		
<b>3. Identified material aspects and boundaries</b>							
<b>G4-17</b> – Entities included in the consolidated financial statements	LGLP			I.2.a.i. ii. iii II.3.c.i	---		
<b>G4-18</b> – Process for defining the report's content	LGLP		3		---		
<b>G4-19</b> – Material aspects	LGLP		3	---	---		
<b>G4-20</b> – Aspect boundary within the organisation for each material aspect	LGLP		3		---		8.4 – 8.4.a
<b>G4-21</b> – Aspect boundary outside the organisation for each material aspect	LGLP		3		---		
<b>G4-22</b> – Restatements of information provided in previous report	LP		10		---		
<b>G4-23</b> – Significant changes from previous reporting periods in the Scope and Aspect boundaries	n/a		10		---		
<b>4. Stakeholder engagement</b>							
<b>Stakeholder engagement</b>							
<b>G4-24</b> – List of stakeholder groups engaged by the organisation	LGLP		2	I.3.b.i	21	17	
<b>G4-25</b> – Basis for identification and selection of stakeholders with whom to engage.	LGLP		2	I.3.b.i	21	17	
<b>G4-26</b> – Approach to stakeholder engagement	LGLP		2	I.3.b.i	21	17	
<b>G4-27</b> – Key topics and concerns raised through stakeholder engagement	LGLP		2	I.3.b.i	21	17	
<b>5. Report profile</b>							
<b>G4-28</b> – Reporting period	LGLP		10	---	---		
<b>G4-29</b> – Date of the most recent previous report	LGLP		10	---	---		
<b>G4-30</b> – Reporting cycle	LGLP		10	---	---		
<b>G4-31</b> – Contact point for questions	LGLP		10	---	---		

LE GROUPE LA POSTE	GRI-4 REFERENCE				CROSS-REFERENCE TABLE		
GRI No.	Scope	CSRR page	Chapter	Grenelle II	Global Compact (relevant criteria)	SDG	CDP 2016 Climate Change
GRI content index							
G4-32 – “In accordance” option chosen by the organisation for the GRI4 index	LGLP		1		---		8.6 – 8.6a – 8.7 – 8.7a – 8.8 – 14.2 – 14.2a
External assurance							
G4-33 – External assurance for the report	LGLP	RD 102			1. 20		8.6 – 8.6a – 8.7 – 8.7a – 8.8 – 14.2 – 14.2a
6. Governance							
Governance structure and composition							
G4-34 – Governance structure of the organisation	LGLP		4	---	1. 20	5. 16	1.1 – 1.1a
G4-35 – Process for delegating authority for economic, environmental and social topics	LGLP		4	---	---	5. 16	
G4-36 – Positions with responsibility for economic, environmental and social topics	LGLP		4	---	---	5. 16	1.1a
G4-37 – Processes for consultation between stakeholders	LGLP		2	I.3.b. I.3.b.i	---	5. 16	
G4-38 – Composition of the Board of Directors and its Committees	LGLP		4	---	---	5. 16	
G4-39 – Report whether the Chair of the highest governance body is also an executive officer	LGLP		4	---	---	5. 16	
G4-40 – Nomination and selection processes for the highest governance body and its committees	LGLP		4	---	1. 20	5. 16	
G4-41 – Report whether conflicts of interest are disclosed to stakeholders	LGLP		4	---	1. 2. 20	5. 16	
Highest governance body's competencies and performance evaluation							
G4-42 – Board's and senior executives' roles in CSR			4	---	---		
Highest governance body's competencies and performance evaluation							
G4-43 – Measures taken to develop and enhance collective knowledge				I.e	---		
G4-44 – Evaluation of the Board's performance with respect to CSR	LGLP		4	I.a.ii. I.a.iii	1		

LE GROUPE LA POSTE	GRI-4 REFERENCE				CROSS-REFERENCE TABLE		
GRI No.	Scope	CSRR page	Chapter	Grenelle II	Global Compact (relevant criteria)	SDG	CDP 2016 Climate Change
Highest governance body's role in risk management							
G4-45 – Highest governance body's role	LGLP		4	---	1.20		2.1 – 2.1a. b. c
G4-46 – Highest governance body's role in reviewing the effectiveness of risk management processes			4	---	---		2.1 – 2.1a. b. c
G4-47 – Frequency of the review of impacts, risks and opportunities			4	---	1.20		2.1 – 2.1a. b. c
Highest governance body's role in sustainability reporting							
G4-48 – Report the highest committee or position that formally reviews and approves the organisation's sustainability report			4	---	---		
Highest governance body's role in evaluating economic, environmental and social performance							
G4-49 – Process for communicating critical concerns to the highest governance body			4	---	---		
G4-50 – Nature and total number of critical concerns	LGLP		4	---	---		
Remuneration and incentives							
G4-51 – Remuneration policies for the highest governance body and senior executives	LGLP		4	I.a.iii	1.20	5	1.2 – 1.2a
G4-52 – Process for determining remuneration	LGLP		4	---	---	16	
G4-53 – Report how stakeholders' views are sought and taken into account regarding remuneration			2	---	---	16	
G4-54 – Ratio of the annual total compensation for the organisation's highest-paid individual	LGLP		4	---	---	16	
G4-55 – Ratio of percentage increase in annual total compensation for the organisation's highest-paid individual			4	---	---	16	
7. Ethics and integrity							
G4-56 – Codes of conduct and codes of ethics	LGLP		4	II.3.d	12	16	
G4-57 – Helplines and advice lines for employees	LGLP		4	---	---		
G4-58 – Whistleblowing mechanisms	LGLP		4	---	---		

LE GROUPE LA POSTE		GRI-4 REFERENCE				CROSS-REFERENCE TABLE		
GRI No.		Scope	CSRR page	Chapter	Grenelle II	Global Compact (relevant criteria)	SDG	CDP 2016 Climate Change
SPECIFIC STANDARD DISCLOSURES								
Disclosure on Management Approach								
G4-DMA	Specific standard disclosures and all above items	LGLP		3	---	---		
	Market Presence			1				
	Procurement practices			7				
	Environment			3. 6				
	Energy			11				
	Biodiversity			6				
	Emissions			6				
	Effluents and waste			6				
	Products and services			9				
	Transportation			6				
	Supplier environmental assessment			7				
	Labour practices and decent work			8				
	Labour/management relations			8				
	Occupational health and safety			8				
	Training and education			8				
	Diversity and equal opportunities			8				
	Equal remuneration for women and men			8				
	Supplier assessment for labour practices			7				
	Human rights			4. 7				
	Non-discrimination			8				
	Freedom of association and collective bargaining			8				
	Child labour			4				
	Forced or compulsory labour			4				

LE GROUPE LA POSTE		GRI-4 REFERENCE				CROSS-REFERENCE TABLE		
GRI No.		Scope	CSRR page	Chapter	Grenelle II	Global Compact (relevant criteria)	SDG	CDP 2016 Climate Change
G4-DMA	Supplier human rights assessment	LGLP		4				
	Local communities			9				
	Anticorruption			4				2.3 - 2.3.a. e. f. g
	Public policy			4				
	Anticompetitive behaviour			4				
	Supplier assessment for impacts on society			7				
	Product and service labelling			5				
	Marketing communications			4				
	Customer privacy			5				
	Environmental compliance		DR					
	Product compliance		DR					
	Societal compliance		DR					
ECONOMIC								
Economic performance								
G4-EC1 – Direct economic value generated and distributed		LGLP		Revenue breakdown chart	I.a.iii	15. 16	1. 3. 4. 5. 7. 8. 10. 11. 12. 13. 16	
G4-EC2 – Risks and opportunities due to climate change		LGLP		6	II.2.a.i	15. 16	12. 13	5.1 – 5.1a. b. c 6.1a. b. c
G4-EC3 – Coverage of defined benefit plan obligations		LGLP		8	- - -	15. 16		
G4-EC4 – Financial assistance received from government		LGLP		Revenue breakdown chart	- - -	15. 16		



LE GROUPE LA POSTE	GRI-4 REFERENCE				CROSS-REFERENCE TABLE		
GRI No.	Scope	CSRR page	Chapter	Grenelle II	Global Compact (relevant criteria)	SDG	CDP 2016 Climate Change
Indirect economic impacts							
<b>G4-EC7</b> – Infrastructure investments and services	LGLP		Value creation	I.3.a I.3.b.ii	15. 16	1. 4. 5. 11. 12. 13	
<b>G4-EC8</b> – Significant indirect economic impacts	LGLP		Value creation	I.3.a.ii	15. 16	1. 3. 4. 5. 7. 8. 10. 11. 12. 13. 16	
Procurement practices							
<b>G4-EC9</b> – Proportion of spending on local suppliers	LGLP		9	I.a.ii I.3.a.ii	15. 16	1. 8. 10. 12. 16	
ENVIRONMENTAL							
Materials							
<b>G4-EN1</b> – Materials used by weight or volume	LGLP		6	I.2.c.ii.2	11	12	
<b>G4-EN2</b> – Percentage of materials used that are recycled input materials	NA		6	I.2.c.ii.2	11	12	
Energy							
<b>G4-EN3</b> – Energy consumption within the organisation (Scope 1)	LGLP		6	I.2.c.ii.3	11	7. 12. 13	11.2 – 11.3 – 11.3a – 11.4 – 11.5
<b>G4-EN4</b> – Energy consumption outside the organisation	LGLP		6	I.2.c.ii.3	11	7. 12. 13	
<b>G4-EN5</b> – Energy intensity	LGLP		6	- - -	11	7. 12. 13	
<b>G4-EN6</b> – Reduction of energy consumption	LGLP		6	I.2.c.ii.3	11	7. 11. 12. 13	
<b>G4-EN7</b> –	LGLP		6	I.2.c.ii.3	10	9. 12	3.2 – 3.2a
Water							
<b>G4-EN8</b> – Total water withdrawal	LGLP		10	I.2.c.ii.1	11	6	
<b>G4-EN9</b> – Water sources significantly affected by withdrawal of water	NA			I.2.c.ii.1	11	6	
<b>G4-EN10</b> – Percentage and total volume of water recycled and reused	NA			I.2.c.ii.1	11	6	

LE GROUPE LA POSTE	GRI-4 REFERENCE				CROSS-REFERENCE TABLE		
GRI No.	Scope	CSRR page	Chapter	Grenelle II	Global Compact (relevant criteria)	SDG	CDP 2016 Climate Change
<b>Biodiversity</b>							
<b>G4-EN11</b> – Sites in. or adjacent to. protected areas and areas of high biodiversity value	ND			II.2.c.i I.2.e.i	10	6. 15	
<b>G4-EN12</b> – Significant impacts on biodiversity	NA			I.2.e.1	9	6. 15	
<b>G4-EN13</b> – Habitats protected or restored	NA			I.2.e.1	9	6. 15	
<b>G4-EN14</b> – Total number of IUCN Red List species	NA			I.2.e.1	11	6. 15	
<b>Emissions</b>							
<b>G4-EN15</b> – Direct greenhouse gas (GHG) emissions (Scope 1)	LGLP		6	I.2.d.i	11	3. 11. 12. 13. 15	7.1 – 7.2 – 7.2a – 7.3 – 7.4 – 8.1 – 8.2 – 8.5 – 8.9 – 8.9a – 9.1 – 9.1a – 9.2 – 9.2a. c. d
<b>G4-EN16</b> – Energy indirect greenhouse gas (GHG) emissions (Scope 2)	LGLP		6	I.2.d.i	11	3. 11. 12. 13. 15	7.1 – 7.2 – 7.2a – 7.3 – 7.4 – 8.1 – 8.5 – 8.3 – 8.3a – 10.1 – 10.1a – 10.2 and 10.2a. c
<b>G4-EN17</b> – Other indirect greenhouse gas (GHG) emissions (Scope 3)	LGLP		6	I.2.d.i	11	3. 11. 12. 13. 15	8.9 – 8.9a – 14.1
<b>G4-EN18</b> – Greenhouse gas (GHG) emissions intensity	LGLP		6	I.2.d.i	9. 11	3. 11. 12. 13. 15	12.2 – 12.3
<b>G4-EN19</b> – Reduction of greenhouse gas (GHG) emissions	LGLP		6	I.2.d.i	11	3. 11. 12. 13. 15	3.1b – 3.3a – 12.1 – 12.1a – 14.3 – CC14.3a
<b>G4-EN20</b> – Emissions of ozone depleting substances (ODS)	ND			I.2.b.i	11	3. 11. 12. 13. 15	
<b>G4-EN21</b> – NOX. SOX. and other significant air emissions	LGLP		6	I.2.b.i	11	3. 11. 12. 13. 15	

LE GROUPE LA POSTE	GRI-4 REFERENCE				CROSS-REFERENCE TABLE		
GRI No.	Scope	CSRR page	Chapter	Grenelle II	Global Compact (relevant criteria)	SDG	CDP 2016 Climate Change
Effluents and waste							
G4-DMA – Management approach	LGLP		6	---	---		
G4-EN22 – Total water discharge by quality and destination	NA			I.2.b.i	11	6. 14. 15	
G4-EN23 – Waste by type and disposal method	ND			I.2.c.i	11	3. 6. 12. 15	
G4-EN24 – Significant spills	NA			I.2.b	11	3. 6. 12. 15	
G4-EN25 – Hazardous waste	NA			I.2.b.iii	11	3. 6. 12. 15	
G4-EN26 – Identity of water bodies and related habitats	NA			I.2.b.i I.2.e.i	11	3. 6. 12. 15	
Products and services							
G4-EN27 – Extent of impact mitigation of environmental impacts	LGLP		5	II.3.d.ii	11	12. 15	3.2 – 3.2a
G4-EN28 – Percentage of products sold and their packaging materials that are reclaimed	ND			I.2.c.i	11	12. 15	
Compliance							
G4-EN29 – Significant fines and total number of non-monetary sanctions	LGLP			---	11		
Transportation							
G4-EN30 – Significant environmental impacts of transporting products	LGLP			I.2.a.iii	11	11. 12. 13	
General disclosures							
G4-EN31 – Total environmental protection expenditures and investments by type	ND			I.2.a.iii	11	11. 12. 13	
Supplier environmental assessment							
G4-EN32 – New suppliers that were screened using environmental criteria	ND			II.3.c.i	---	11. 12. 13	
G4-EN33 – Significant actual and potential negative environmental impacts in the supply chain	LGLP			I.3.c. II.3.c	---	11. 12. 13	
Environmental grievance mechanisms							
G4-EN34 – Number of grievances about environmental impacts	LGLP			---	---	3. 11. 12. 13	

LE GROUPE LA POSTE	GRI-4 REFERENCE				CROSS-REFERENCE TABLE		
GRI No.	Scope	CSRR page	Chapter	Grenelle II	Global Compact (relevant criteria)	SDG	CDP 2016 Climate Change
<b>SOCIAL – Labour practices and decent work</b>							
<b>Labour</b>							
<b>G4-LA1</b> – Employee hires and employee turnover	LGLP		8	I.1.a.i I.1.a.ii. iii	6 to 8	5. 8	
<b>G4-LA2</b> – Benefits provided to full-time employees	LGLP		8	---	6 to 8	5. 8	
<b>G4-LA3</b> – Return to work and retention rates after parental leave	ND			I.f.i. iii	6 to 8	5. 8	
<b>Labour/management relations – Disclosures on Management Approach</b>							
<b>G4-LA4</b> – Minimum notice periods regarding operational changes	ND			I.c.i	6 to 8	5. 8	
<b>Occupational health and safety</b>							
<b>G4-LA5</b> – Percentage of total workforce represented in formal joint management-worker health and safety committees	LGLP			I.d.i	6 to 8	3. 8	
<b>G4-LA6</b> – Occupational injuries, diseases, and absenteeism, and work-related fatalities	LGLP		8	II.1.d.i	6 to 8	3. 8	
<b>G4-LA7</b> – Workers with high incidence or high risk of diseases related to their occupation	ND			I.d.i. II.1.d.i	6 to 8	3. 8	
<b>G4-LA8</b> – Health and safety topics covered in formal agreements with trade unions	LGLP		8	I.d.i	6 to 8	3. 8. 17	
<b>Training and education</b>							
<b>G4-LA9</b> – Average hours of training per year	LGLP		8	I.e.ii	6 to 8	4. 5. 8	
<b>G4-LA10</b> – Programs for skills management and lifelong learning	LGLP		8	I.e.ii	6 to 8	4. 5. 8	
<b>G4-LA11</b> – Percentage of employees receiving regular performance and career development reviews	ND			I.e.ii	6 to 8	4. 5. 8	
<b>Diversity and equal opportunities</b>							
<b>G4-DMA</b> – Management approach	LGLP		8	---	---		
<b>G4-LA12</b> – Composition of governance bodies and indicators of diversity	LGLP			I.f	6 to 8	5. 8. 16	

LE GROUPE LA POSTE	GRI-4 REFERENCE				CROSS-REFERENCE TABLE		
GRI No.	Scope	CSRR page	Chapter	Grenelle II	Global Compact (relevant criteria)	SDG	CDP 2016 Climate Change
Equal remuneration for women and men							
<b>G4-LA13</b> – Ratio of basic salary and remuneration of women to men	LGLP		8	I.f.i I.3.c.i. II.3.c	6 to 8	5. 8. 10	
Supplier assessment for labour practices							
<b>G4-LA14</b> – Percentage of new suppliers screened using diversity criteria	ND			I.3.c	---	5. 8. 16	
<b>G4-LA15</b> – Negative impacts for labor practices in the supply chain and actions taken 5. 8.	ND			II.3.c.i	---	5. 8. 16	
Labour practices grievance mechanisms							
<b>G4-LA16</b> – Number of grievances about labour practices filed. addressed. and resolved	ND			---	---	16	
HUMAN RIGHTS							
Investment							
<b>G4-HR1</b> – Number of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	ND			II.3.e	3 to 5	16	
<b>G4-HR2</b> – Total hours of employee training on human rights policies or procedures concerning aspects of human rights	ND			I.e.ii II.3.e	3 to 5	16	
Non-discrimination							
<b>G4-HR3</b> – Total number of incidents of discrimination and corrective actions taken	LGLP		8	I.f.iii	3 to 5	16	
Freedom of association and collective bargaining							
<b>G4-HR4</b> – Freedom of association and collective bargaining	ND			I.c. II.3.e	3 to 5	8. 16	
Child labour							
<b>G4-HR5</b> – Operations and suppliers identified as having significant risk	ND			I.3.c.i II.3.c.i II.3.e	3 to 5	8. 16	

LE GROUPE LA POSTE	GRI-4 REFERENCE				CROSS-REFERENCE TABLE		
GRI No.	Scope	CSRR page	Chapter	Grenelle II	Global Compact (relevant criteria)	SDG	CDP 2016 Climate Change
<b>Forced or compulsory labour</b>							
<b>G4-HR6</b> – Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and actions taken	ND			I.3.a.ii I.3.c.i II.3.c.i II.3.e	3 to 5	8. 12. 16	
<b>Security practices</b>							
<b>G4-HR7</b> – Security personnel trained in human rights	ND			II.3.e	3 to 5	16	
<b>Indigenous rights</b>							
<b>G4-HR8</b> – Number of incidents of violations involving rights of indigenous peoples and actions taken	NA			I.3.a.ii II.3.e	3 to 5	16	
<b>Assessment</b>							
<b>G4-HR9</b> – Operations that have been subject to human rights reviews or impact assessments	ND			I.3.c.i II.3.c.ii	3 to 5	16	
<b>Supplier human rights assessment</b>							
<b>G4-HR10</b> – New suppliers that were screened using human rights criteria	ND			II.3.c.ii	---	12. 16	
<b>G4-HR11</b> – Negative human rights impacts in the supply chain and actions taken	ND			II.3.c.ii	---	8. 12. 16	
<b>Human rights grievance mechanisms</b>							
<b>G4-HR12</b> – Number of grievances about human rights impacts filed, addressed, and resolved	ND			II.3.e	3 to 5	8. 12. 16	
<b>SOCIETY</b>							
<b>Local communities</b>							
<b>G4-S01</b> – Operations with implemented local community engagement, impact assessments, and development programs	LGLP		9	I.3.a.i. ii	12 to 14	1. 2. 3. 4. 5. 8	
<b>G4-S02</b> – Operations with significant actual and potential negative impacts on local communities	LGLP		9	I.3.a.ii	12 to 14	1. 2. 3. 4. 5. 8	

LE GROUPE LA POSTE	GRI-4 REFERENCE				CROSS-REFERENCE TABLE		
GRI No.	Scope	CSRR page	Chapter	Grenelle II	Global Compact (relevant criteria)	SDG	CDP 2016 Climate Change
<b>Anticorruption</b>							
<b>G4-S03</b> – Operations assessed for risks related to corruption	ND			II.3.d.i	12 to 14	16	
<b>G4-S04</b> – Communication and training on anticorruption policies and procedures	LGLP		4	II.3.d.i	12 to 14	16	
<b>G4-S05</b> – Confirmed incidents of corruption and actions taken	LGLP			II.3.d.i	12 to 14	16	
<b>Public policy</b>							
<b>G4-S06</b> – Total value of political contributions	NA			---	12 to 14	16	
<b>Anticompetitive behaviour</b>							
<b>G4-S07</b> – Total number of legal actions for anticompetitive behaviour, antitrust, and monopoly practices and their outcomes			4	---	12 to 14	16	
<b>Conformité</b>							
<b>G4-S08</b> – Significant fines and number of non-monetary sanctions for noncompliance with laws and regulations	ND			---	12 to 14	16	
<b>Supplier assessment for impacts on society</b>							
<b>G4-S09</b> – Percentage of new suppliers that were screened using criteria for impacts on society	ND			II.3.c.ii	---	8, 12	
<b>G4-S010</b> – Negative impacts on society in the supply chain and actions taken	ND			II.3.c.ii	---	8, 12	
<b>Grievance mechanisms for impacts on society</b>							
<b>G4-S011</b> – Number of grievances about impacts on society filed, addressed, and resolved	ND			---	---	16	



LE GROUPE LA POSTE	GRI-4 REFERENCE				CROSS-REFERENCE TABLE		
GRI No.	Scope	CSRR page	Chapter	Grenelle II	Global Compact (relevant criteria)	SDG	CDP 2016 Climate Change
<b>PRODUCT RESPONSIBILITY</b>							
<b>Customer health and safety</b>							
<b>G4-PR1</b> – Significant product and service categories for which health and safety impacts are assessed for improvement	ND			II.3.d.ii	---	3	
<b>G4-PR2</b> – Number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services	ND			II.3.d.ii	---	3	
<b>Product and service labelling</b>							
<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	LGLP			II.3.d.ii	---	12	
<b>G4-PR4</b> – Total number of incidents of noncompliance with regulations and voluntary codes concerning product and service information and labelling	LGLP			II.3.d.ii	---	12	
<b>G4-PR5</b> – Results of surveys measuring customer satisfaction	LGLP			---	---		
<b>Communication. marketing</b>							
<b>G4-PR6</b> – Sale of banned or disputed products	ND			II.3.d.ii	---	12.16	
<b>G4-PR7</b> – Number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications	LGLP			II.3.d.ii	---	16	
<b>Customer privacy</b>							
<b>G4-PR8</b> – Number of substantiated complaints regarding breaches of customer privacy and losses of customer data	LGLP			II.3.d.ii	---	16	
<b>G4-PR9</b> – Value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services	ND			II.3.d.ii	---	16	

# Indicator tables

GRI-G4	Indicator	Scope	Unit	2014	2015	2016	Page
PROFILE							
G4-6	International footprint	Le Groupe La Poste	Number of countries	40.0	44.0	43.0	12
G4-6	Breakdown of the Group's workforce by continent	France	% of workforce (average full time equivalent)	91.7	90.7	88.8	12
		Other Western European countries	% of workforce (average full time equivalent)	5.6	6.2	7.0	12
		Other countries in Eastern Europe and Russia	% of workforce (average full time equivalent)	1.4	1.7	2.7	12
		Rest of the world	% of workforce (average full time equivalent)	1.3	1.4	1.5	12
G4-7	French government's holding	La Poste	%	73.7	73.7	73.7	8
G4-7	Caisse des Dépôts' holding		%	26.3	26.3	26.3	8
G4-8	Active individual customers	La Banque Postale	Million	10.8	10.8	10.7	11
G4-8	Number of corporate and institutional customers	La Banque Postale	Number	425,000	423,000	over 396,000	11
G4-9	Pick-up points	Europe including France	Number	16,000	22,100	29,000	
		France		7,000	7,700	7,700	
G4-9	Workforce	La Poste	Average workforce in average full-time equivalents	212,077	204,421	197,397	
		Le Groupe La Poste	Average workforce in average full-time equivalents	257,890	253,158	251,249	
			Total individual staff members at 31 December	259,899	253,464	250,124	116
G4-9	Public service centres	La Poste	Number			500	9
G4-9	Poste Relais	La Poste	Number			188	9
G4-9	Highway code test centres	La Poste	Number			380	9
G4-9	Sorting centres, distribution hubs and depots	Le Groupe La Poste	Number	3,200	Nearly 3,000	3,824	

GRI-G4	Indicator	Scope	Unit	2014	2015	2016	Page
G4-9	Revenue	Le Groupe La Poste	Billion euros	22.2	23.0	23.3	10
		France	% of revenue	83.1	79.1	77.6	10
		International	% of revenue	17.9	20.9	22.4	10
G4-9	Revenue per business unit	Other	% of revenue	0.2	0.2	0.3	10
		La Banque Postale	% of revenue	25.5	24.9	24.0	10
		Services-Mail-Parcels	% of revenue	50.2	48.6	47.4	10
		Digital Services	% of revenue	2.2	2.0	2.1	10
		GeoPost	% of revenue	21.9	24.3	26.2	10
G4-9	GeoPost revenue	GeoPost outside France	% of revenue	77	78	77	
G4-9	Net debt	Group's non-banking activities	Billion euros	4	4	4	10
G4-9	Capitalisation	Le Groupe La Poste	Billion euros	9	10	11	
G4-9	Net debt to equity ratio	Le Groupe La Poste		44	38	34	10
G4-9	Customers per day	La Poste	Millions	1.7	1.6		
G4-9	Annual mail volume	La Poste	Billion	23.5	22.3	21.9	11
G4-9	Parcels	Le Groupe La Poste	Billion		1	1.4	11
G4-9	Homes served	La Poste	Billion		26	39	
G4-9	Livret A passbook savings accounts	La Banque Postale	Billion		17.5	16	
G4-9	Online sales	La Poste	Billion	132	152	161.5	
G4-9	Outlets France	La Poste Network	Number	17,104	17,111	17,159	11
G4-9	Buildings	Le Groupe La Poste	Number	12,490	12,475	12,363	11
			Thousands of m <sup>2</sup>	9.8	6.7	10.1	
G4-10	Workforce outside France	Le Groupe La Poste	Average full-time equivalent	19,600	23,670	28,186	
G4-10	Group workforce in France	Le Groupe La Poste	Individuals	259,899	253,464	250,124	116
		La Poste	Individuals	231,347	224,045	220,572	116
		La Banque Postale	Individuals	3,942	4,059	4,218	116
		Sofipost	Individuals	18,395	18,826	18,732	116
		GeoPost	Individuals	5,531	5,875	5,942	116
		Poste Immo	Individuals	644	624	624	116
		Other	Individuals	40	35	36	116

GRI-G4	Indicator	Scope	Unit	2014	2015	2016	Page
G4-10	Employees on fixed-term contract	Le Groupe La Poste	Individuals (France)	16,476	16,080	19,435	
G4-10	Women	Le Groupe La Poste	% of total workforce (France)	50.6	50.7	50.7	117
G4-10	Men	Le Groupe La Poste	% of total workforce (France)	49.4	49.3	49.3	117
G4-10	Changes in the workforce	La Poste		-3	-4	-2	
		Le Groupe La Poste			-1.8	-1	
G4-10	Breakdown of the workforce by division	Services-Mail-Parcels	% of workforce (average full time equivalent)	57.0	56.2	55.1	116
		La Poste Network	% of workforce (average full time equivalent)	21.0	21.9	21.1	116
		GeoPost	% of workforce (average full time equivalent)	10.0	11.0	13.0	116
		La Banque Postale	% of workforce (average full time equivalent)	8.0	7.4	7.2	116
		Le Groupe La Poste	% of workforce (average full time equivalent)	2.0	1.0	1.1	116
		Poste Immo	% of workforce (average full time equivalent)		0.4	0.4	116
		Digital Services	% of workforce (average full time equivalent)	2.0	2.1	2.1	116
G4-10	Breakdown of employees on permanent contracts by age (Group in France)	aged 24 or under	Number	4,370	4,194	3,976	117
		aged 24 to 29	Number	13,231	12,109	11,412	117
		aged 30 to 39	Number	47,646	45,442	43,472	117
		aged 40 to 49	Number	67,878	65,697	63,623	117
		aged 50 to 54	Number	49,937	47,314	44,363	117
		aged 55 to 59	Number	46,870	46,980	46,358	117
		aged 60 or over	Number	13,491	15,648	17,485	117
G4-10	Percentage of employees aged 50 or over	Le Groupe La Poste	% (excluding those on fixed-term contracts)			46.9	117
G4-10	New employees hired	Le Groupe La Poste	Number		10,531	12,967	
G4-10	Employees hired on permanent contracts	La Poste	Number	4,525	3,644	1,524	118
		Le Groupe La Poste (France)	Number	7,905	8,056	10,220	116
		Le Groupe La Poste	Number			12,967	

GRI-G4	Indicator	Scope	Unit	2014	2015	2016	Page
G4-10	People hired on permanent contracts who had previously been employed under fixed-term contracts	La Poste	Number	1,379	889	1,524	118
G4-10	Women hired on permanent contracts	La Poste	%	47.5	45.3	44.8	118
G4-10	Employees aged 45 or over hired on permanent contracts	La Poste	%	7.6	7.6	8.3	
G4-10	Young people employed under an apprenticeship contract or work-study contract	La Poste	Number	4,201	4,481	5,736	118
		Le Groupe La Poste (France)	Number		4,897	6,161	
G4-10	Local HR managers	La Poste	Number	1,100	1,100	1,000	120
G4-10	Percentage of part-time employees	Le Groupe La Poste (France)	in the workforce at 31 Dec. (excl. individuals on fixed-term contracts)		12.97	12.64	117
G4-10	working night shifts	Le Groupe La Poste (France)	% of workforce at 31 Dec. (excluding those on fixed-term contracts)		2.81	2.75	117
G4-10	Mail carriers-counter clerks	La Poste	Number			564	9
G4-12	Purchases	La Poste	Million euros excl. VAT	3,046.2	3,205.7	3,463.8	106
G4-12	Purchases from the disabled and sheltered sector	La Poste	Million euros	12.6	14.4	14.8	108
		La Poste, La Banque Postale and Mediapost SAS	Million euros	13.8	15.6	16.5	
G4-12	Purchases from the integration sector organisations helping people back into work	La Poste	Million euros	2.1	2.2	4.7	106
		La Poste, La Banque Postale and Mediapost SAS	Million euros	2.1	2.2	5.6	
STAKEHOLDERS							
G4-26	Participation rate in employee representative	Le Groupe La Poste	%	76.4	75.63 (CT national)	75.63 (CT national)	134
G4-26	Number of national agreements signed	Le Groupe La Poste (France)	Number	71	92	109	
GOVERNANCE							
G4-34	Members of the Board of Directors	Le Groupe La Poste	Number	21	21	21	44
G4-34	Female members of the Board of Directors	Le Groupe La Poste	Number	9	9	9	46

GRI-G4	Indicator	Scope	Unit	2014	2015	2016	Page
G4-34	Board directors representing shareholders	Le Groupe La Poste	Number	12	12	11	44
G4-34	Board directors representing customers and clients	Le Groupe La Poste	Number	2	2	2	44
G4-34	Executive Committee members	Le Groupe La Poste	Number	11	10	10	46
G4-34	Female executive committee members	Le Groupe La Poste	Number	2	3	3	46
G4-51	Average gross annual salary	La Poste	Euros	28,911	29,368	30,395	131
		Le Groupe La Poste (France)	Euros		29,956	30,395	131
G4-51	Incentive payments	La Poste	Million euros	84.2	81.3	83.1	130
		Le Groupe La Poste (France)	Million euros		103.1	101.1	131
G4-54	Ratio of the CEO's salary to the average salary	La Poste	Ratio	15.6	15.3	14.8	47
G4-54	Directors' attendance rate at Board meetings	Le Groupe La Poste	%	82.5	78.3	83.0	45
ECONOMY							
G4-EC1	Revenue from commercial activities	Le Groupe La Poste	Billion euros	16.5	17.3	17.7	
G4-EC1	Operating costs	Le Groupe La Poste	Billion euros	7.3	8.0		
G4-EC1	Share in profits/(losses) of jointly controlled companies	Le Groupe La Poste	Million euros	18	3	6	
G4-EC1	Share in profits/(losses) of other associates	Le Groupe La Poste	Million euros	200	207	191	
G4-EC1	Operating profit/(loss)	Le Groupe La Poste	Million euros	719	875	975	
G4-EC1	Employee wages and benefits	Le Groupe La Poste	Million euros	13	12	13	
G4-EC1	Wages, salaries, bonuses and allowances	Le Groupe La Poste	Billion euros	8.7	8.7	8.9	
G4-EC1	Pension contributions, social security contributions and employee benefit costs	Le Groupe La Poste	Billion euros	3.3	3.0	3.0	

GRI-G4	Indicator	Scope	Unit	2014	2015	2016	Page
G4-EC1	Additions to provisions for employee benefit obligations	Le Groupe La Poste	Million euros	105	308		
G4-EC1	Taxes and payroll contributions	Le Groupe La Poste	Million euros	790	784	782	
G4-EC1	Net borrowing costs	Le Groupe La Poste	Million euros	157	133		
G4-EC1	Net result of other financial items	Le Groupe La Poste	Million euros	41	21		
G4-EC1	Local taxes	Le Groupe La Poste	Million euros	150	153	151	
G4-EC1	Other taxes and levies	Le Groupe La Poste	Million euros	85	140	92	
G4-EC1	Income tax expense	Le Groupe La Poste	Million euros	182	253	104	
G4-EC1	Amount received in respect of the CICE tax credit	Le Groupe La Poste	Million euros	349	344	338	27
G4-EC1	Dividends paid to shareholders	Le Groupe La Poste	Million euros	171	173	174	27
G4-EC1	Access to banking services	La Poste	Million euros			225	
G4-EC1	Regional planning	La Poste	Million euros			170	
G4-EC1	Philanthropy and sponsorship	La Poste. La Banque Postale. GeoPost	Million euros		6.5	12.07	139
G4-EC1	Funding granted to the La Poste Foundation	Le Groupe La Poste	Million euros	2	1	1	139
G4-EC1	Sports partnerships	Le Groupe La Poste	Million euros		0.218		
G4-EC1	High-impact SRI volumes	La Banque Postale	Million euros	0.7	2.7	3.2	67
G4-EC1	Net banking income	La Banque Postale	Billion euros	5.6	5.7	5.6	
G4-EC1	Number of mobile phone customers	La Poste Mobile	Million			1.3	11
G4-EC7	Capitalisation Start'inPost	Le Groupe La Poste	Million euros	5			
G4-EC7	French population located less than 5 km from a postal outlet	Le Groupe La Poste	%	96.6	96.6	96.8	33
G4-EC7	Purchases from the disabled and sheltered sector and from integration sector organisations	La Poste	Million euros	14.7	16.6	19.4	33



GRI-G4	Indicator	Scope	Unit	2014	2015	2016	Page
G4-EC7	Employees devoting part of their time to an educational or socio-economic cause	La Poste	Number	550	665	1 000	
G4-EC7	Initiatives granted funding	La Fondation La Poste	Number	128	118	108	145
G4-EC8	Cash machines (ATMs) accessible or located in a post office with at least one cash machine on the building's façade.	La Banque Postale	Number	4,690	5,680	7,453	69
G4-EC8			%	96	89	99	69
G4-EC8	Accessibility (L2014)	Le Groupe La Poste	%		35	53	68
G4-EC8	Accessibility (L2014) Premises accessible to the public (PAP)	Le Groupe La Poste	Number		4,000	5,989	68
G4-EC8	Franking machines adapted for use by the visually impaired	La Poste Network	Number	1,769	2,314	7,453	68
G4-EC8	SRI volumes	La Banque Postale	%			54	67
			Billion euros			97	67
G4-EC8	Investment in digital projects (2016-2019)	Digital Services	Million euros		550		
G4-EC8	Revenue	Digital Services	Million euros		560	609	
G4-EC8	Digital vaults	Digital Services	Number in millions		1.6	1.6	
ENVIRONMENTAL							
G4-EN1	Businesses that have adopted Recy'go's offering	Le Groupe La Poste	Number	2,845	3,764	5,500	
G4-EN1	Recy'go revenue	Le Groupe La Poste	Million euros	2	3	8	61
G4-EN1	Recy'go paper collection by mail carriers Recy'go offering	Le Groupe La Poste	Tonnes	4,332	5,255	5,611	
G4-EN1	Total Recy'go offering	Le Groupe La Poste	Tonnes	16,000	26,647	30,970	
G4-EN1	Bemobi ecomobility revenue	Le Groupe La Poste	Million euros			4	61

GRI-G4	Indicator	Scope	Unit	2014	2015	2016	Page
<b>G4-EN1</b>	Action Habitat revenue	Le Groupe La Poste	Million euros			<b>0.5</b>	<b>61</b>
<b>G4-EN1</b>	Sustainable paper	Le Groupe La Poste	Tonnes	<b>28,732</b>	<b>22,061</b>	<b>19,543</b>	
<b>G4-EN1</b>		Le Groupe La Poste	% of total	<b>94.7</b>	<b>92.5</b>	<b>90.2</b>	<b>95</b>
<b>G4-EN1</b>	Paper from sustainable forests	Le Groupe La Poste	% of total	<b>75.7</b>	<b>68.1</b>	<b>61.6</b>	<b>95</b>
<b>G4-EN1</b>	Recycled paper	Le Groupe La Poste	% of total	<b>4.7</b>	<b>5.6</b>	<b>6.2</b>	<b>95</b>
<b>G4-EN1</b>	Non-sustainable paper	Le Groupe La Poste	% of total	<b>5.3</b>	<b>7.5</b>	<b>9.8</b>	<b>95</b>
<b>G4-EN1</b>	Ecolabel paper	Le Groupe La Poste	% of total	<b>14.3</b>	<b>18.8</b>	<b>22.4</b>	<b>95</b>
<b>G4-EN1</b>	Waste electrical and electronic equipment recovered through processing	La Poste	%	<b>82</b>	<b>85</b>	<b>89</b>	<b>96</b>
<b>G4-EN3</b>	Energy consumption: Total	La Poste	GWh	<b>2,667</b>	<b>2,679</b>	<b>2,616</b>	
<b>G4-EN3</b>	Energy consumption: Total	La Poste	% of Group consumption	<b>45</b>	<b>43</b>	<b>39</b>	<b>79</b>
<b>G4-EN3</b>	Energy consumed by buildings	La Poste	GWh	<b>943</b>	<b>993</b>	<b>984</b>	<b>79</b>
<b>G4-EN3</b>	Energy consumed by transport operations	La Poste	GWh	<b>1,724</b>	<b>1,686</b>	<b>1,632</b>	<b>79</b>
<b>G4-EN3</b>	Energy consumption: Total	Le Groupe La Poste	GWh	<b>5,977</b>	<b>6,180</b>	<b>6,664</b>	<b>79</b>
<b>G4-EN3</b>	Energy consumption: Type 1	La Poste	GWh	<b>1,138</b>	<b>1,263</b>	<b>1,088</b>	<b>79</b>
<b>G4-EN4</b>	Energy consumption: Type 2	La Poste	GWh	<b>535</b>	<b>516</b>	<b>534</b>	<b>79</b>
<b>G4-EN5</b>	Buildings covered by green electricity supply	Poste Immo	[31 Dec.]		<b>66</b>	<b>100</b>	<b>33</b>
<b>G4-EN4</b>	Energy consumption: Type 3	La Poste	GWh	<b>995</b>	<b>901</b>	<b>994</b>	<b>79</b>
<b>G4-EN5</b>	Efficiency of road transport operations	Le Groupe La Poste	Kg of CO <sub>2</sub> -eq per mail km	<b>0.16</b>	<b>0.1</b>		
<b>G4-EN5</b>			Kg of CO <sub>2</sub> -eq per parcel km	<b>1.17</b>	<b>1.6</b>		
<b>G4-EN6</b>	Directly-owned real estate portfolios	Le Groupe La Poste	%		<b>26</b>	<b>40</b>	

GRI-G4	Indicator	Scope	Unit	2014	2015	2016	Page
G4-EN6	Fair value of the real estate portfolio	Le Groupe La Poste	Billion euros		4		
G4-EN6	Buildings with green leases	Poste Immo's directly owned sites	Number	36	36	39	91
G4-EN6	Green leases	Poste Immo's directly owned sites	Number	186	186	205	91
G4-EN8	Water consumption	Le Groupe La Poste	In cubic decameters	1,696	1,693	1,775	
G4-EN15	GHG emissions: Total	La Poste	CO <sub>2</sub> -equivalent tonnes	679,262	663,549	612,932	80
G4-EN15	GHG emissions: Total	Le Groupe La Poste	CO <sub>2</sub> -equivalent tonnes		1,685,504	1,729,769	80
G4-EN15	GHG emissions: Type 1	La Poste	CO <sub>2</sub> -equivalent tonnes	264,742	271,186	251,079	80
G4-EN3	GHG emissions: Type 1	Le Groupe La Poste	CO <sub>2</sub> -equivalent tonnes		402,310	390,183	
G4-EN16	GHG emissions: Type 2	La Poste	CO <sub>2</sub> -equivalent tonnes	40,448	40,629	15,304	80
G4-EN16	GHG emissions: Type 2	Le Groupe La Poste	CO <sub>2</sub> -equivalent tonnes		94,562	66,573	
G4-EN17	GHG emissions: Type 3	La Poste	CO <sub>2</sub> -equivalent tonnes	374,072	351,734	346,549	80
G4-EN17	GHG emissions: Type 3	Le Groupe La Poste	CO <sub>2</sub> -equivalent tonnes			1,273,013	
G4-EN19	GHG emissions: buildings	Le Groupe La Poste	CO <sub>2</sub> -equivalent tonnes			188,381	80
G4-EN19			% of total			11	
G4-EN19	GHG emissions: not allocated	Le Groupe La Poste	CO <sub>2</sub> -equivalent tonnes			115,225	80
			% of total			7	
G4-EN19	GHG emissions: transport	Le Groupe La Poste	CO <sub>2</sub> -equivalent tonnes			1,426,163	
G4-EN19			% of total			82	83
G4-EN19	GHG emissions: road	Le Groupe La Poste	% of total	72.5	71.7	70	
G4-EN19	GHG emissions: air	Le Groupe La Poste	% of total	14	14	12.3	
G4-EN19	GHG emissions: gas	Le Groupe La Poste	% of total	5.5	6.8	5.9	
G4-EN19	GHG emissions: electricity	Le Groupe La Poste	% of total	5.8	5.8	3.6	
G4-EN19	GHG emissions: district heating	Le Groupe La Poste	% of total	0.4	0.4	0.3	
G4-EN19	GHG emissions: diesel	Le Groupe La Poste	% of total	1.5	1.3	1.0	
G4-EN19	GHG emissions: rail and shipping	Le Groupe La Poste	% du total	0.3	0.2	0.2	80

GRI-G4	Indicator	Scope	Unit	2014	2015	2016	Page
<b>G4-EN19</b>	Emissions linked to business travel by train or by plane	Le Groupe La Poste	CO <sub>2</sub> -equivalent tonnes	10,504	9,366	9,836	89
<b>G4-EN19</b>	Average GHG emission rate of the vehicle fleet	Fleet managed by Véhiposte	CO <sub>2</sub> -eq. g/100 km	117.02	111.39	102.1	89
<b>G4-EN21</b>	Carbon monoxide emissions	La Poste	Tonnes		489.59	446.73	82
<b>G4-EN21</b>	Hydrocarbon emissions	La Poste	Tonnes		52.38	52.22	82
<b>G4-EN21</b>	Nitrogen oxide emissions	La Poste	Tonnes		173.99	153.32	82
<b>G4-EN21</b>	Particle emissions	La Poste	Tonnes		6.81	4.69	82
<b>G4-EN27</b>	Kilometres travelled every year by employees	Le Groupe La Poste (excl. GeoPost)	Billion km	1.4	1.4	1.4	
<b>G4-EN30</b>	Motorised two-wheelers Thermal	Le Groupe La Poste	Number	9,445	7,123	4,163	85
<b>G4-EN30</b>	Thermal powered light commercial vehicles	Le Groupe La Poste	Number	47,000		54,547	
<b>G4-EN30</b>	Trucks	Le Groupe La Poste	Number	328	297	1,163	
<b>G4-EN30</b>	e-bikes	Le Groupe La Poste	Number	18,476	22,272	24,604	85
<b>G4-EN30</b>	Staby®, three-wheeler electric vehicles	Le Groupe La Poste	Number	100	418	3,094	85
<b>G4-EN30</b>	Electrical quadricycles	Le Groupe La Poste	Number	1,327		1,501	85
<b>G4-EN30</b>	Light electric vehicles	Le Groupe La Poste	Number	4,617	5,576	6,842	85
<b>G4-EN30</b>	Electric trolleys	Le Groupe La Poste	Number			865	85
<b>G4-EN19</b>	Low-emission distribution modes	La Poste	%		46	53	87
<b>G4-EN19</b>	Delivery by bike or on foot	La Poste	%		36		
<b>G4-EN30</b>	Employees trained in ecodriving since 2007	Le Groupe La Poste	Number	82,220	87,900	91,702	
<b>G4-EN30</b>	Company Mobility Plans	Le Groupe La Poste	Number	60	60	60	89
<b>G4-EN19</b>	Bulk parcel delivery	La Poste	%	72	79	82	87

GRI-G4	Indicator	Scope	Unit	2014	2015	2016	Page
G4-EN19	ISO 14001: sites	Le Groupe La Poste	Number		33	33	56
G4-EN19	AFAQ 26000: operations/ workforce	Le Groupe La Poste	Number		29/ 75,000	35/ 100,000	56
G4-EN31	Major French metropolitan areas served by low emissions systems	Le Groupe La Poste	Number		1	7	84
G4-EN31	Photovoltaic facilities	Le Groupe La Poste	Number (Poste Immo property portfolio)	45	45	45	90
G4-EN31	Photovoltaic panels	Le Groupe La Poste	m² (Poste Immo property portfolio)	44,000	44,000	44,000	90
G4-EN31	Annual output generated by photovoltaic installations	Le Groupe La Poste	GWh		5	5	90
G4-EN31	Emissions offset voluntarily	Le Groupe La Poste	CO <sub>2</sub> -equivalent tonnes	1,424,748	1,467,791	1,486,746	63
G4-EN31	Share of the European voluntary carbon market	Le Groupe La Poste	%		5	9	63
G4-EN31	Internal offset fund	La Banque Postale	Thousand euros		330		
G4-EN31	Internal offset fund	La Poste Network	Thousand euros		128		
SOCIAL							
G4-LA1	Employee turnover rate	La Poste		3.11	2.99	3.50	118
G4-LA1	Employees participating in an employee savings plan (PEG or Perco)	Le Groupe La Poste (France)	Number		83,630	123,887	131
G4-LA2	Employees participating in one of the Group (PEG or Perco) employee savings plans	Le Groupe La Poste (France)	Number	74,650	76,764	113,815	130
G4-LA2	Size of the Group employee savings (PEG and Perco) plans	La Poste	Million euros	534	601	666	130
G4-LA2	Size of the Group (PEG and Perco) employee savings plans Subsidiaries	Subsidiaries	Million euros			27	
G4-LA2	Employees participating in a Group employee savings plan (PEG or Perco)	La Poste	Number	64,715	67,644	105,180	130

GRI-G4	Indicator	Scope	Unit	2014	2015	2016	Page
<b>G4-LA2</b>	Employees participating in a Group employee savings plan (PEG or Perco)	Subsidiaries	Number			<b>8,635</b>	
<b>G4-LA2</b>	Net contribution by Company	Le Groupe La Poste (France)	Million euros		<b>22.5</b>	<b>27.1</b>	<b>131</b>
		La Poste	Million euros	<b>17</b>	<b>18</b>	<b>22</b>	
		Subsidiaries	Million euros		<b>1.0</b>	<b>1.1</b>	
<b>G4-LA2</b>	Percentage of socially responsible investments in employee savings plans	La Poste	%	<b>45</b>	<b>44</b>		
<b>G4-LA2</b>		Le Groupe La Poste (France)	%		<b>37</b>	<b>48</b>	
<b>G4-LA2</b>	Breakdown of spending on social activities	Le Groupe La Poste	Million euros	<b>213.1</b>	<b>209.2</b>	<b>205.9</b>	<b>132</b>
<b>G4-LA2</b>	Catering and economic sector	Le Groupe La Poste	Million euros	<b>97.8</b>	<b>96.8</b>	<b>96.6</b>	<b>132</b>
<b>G4-LA2</b>			%	<b>46</b>	<b>46</b>	<b>47</b>	
<b>G4-LA2</b>	Sporting and cultural activities	Le Groupe La Poste	Million euros	<b>44.8</b>	<b>43.6</b>	<b>41.9</b>	<b>132</b>
<b>G4-LA2</b>			%	<b>21.0</b>	<b>20.9</b>	<b>20.4</b>	
<b>G4-LA2</b>	Childhood	Le Groupe La Poste	Million euros	<b>41.7</b>	<b>40.6</b>	<b>41.0</b>	<b>132</b>
<b>G4-LA2</b>			%	<b>20</b>	<b>19</b>	<b>20</b>	
<b>G4-LA2</b>	Personal protection and solidarity	Le Groupe La Poste	Million euros	<b>15.6</b>	<b>15.4</b>	<b>13.3</b>	<b>132</b>
<b>G4-LA2</b>			%	<b>7</b>	<b>7</b>	<b>7</b>	
<b>G4-LA2</b>	Average amount per employee	Le Groupe La Poste	Euros	<b>1,015</b>	<b>1,033</b>	<b>1,058</b>	<b>132</b>
<b>G4-LA5</b>	Employees represented in joint management worker OHSC	La Poste	%	<b>100</b>	<b>100</b>	<b>100</b>	<b>134</b>
<b>G4-LA5</b>		Le Groupe La Poste	%		<b>91</b>		
<b>G4-LA6</b>	Days of absence due to workplace or commuting accidents or occupational illness	Le Groupe La Poste (France)	Number of calendar days		<b>773,969</b>	<b>782,689</b>	
<b>G4-LA6</b>	Accident frequency rate	Le Groupe La Poste (France)	Number of lost-time accidents at work per million hours worked		<b>24.71</b>	<b>26.21</b>	<b>123</b>
<b>G4-LA6</b>	Accident severity rate	Le Groupe La Poste (France)	Number of lost-time accidents at work per thousand hours worked		<b>1.36</b>	<b>1.44</b>	<b>123</b>
<b>G4-LA6</b>	Fatal workplace accidents	La Poste	Number	<b>5</b>	<b>6.0</b>		
<b>G4-LA6</b>	Fatal commuting accidents	La Poste	Number	<b>2</b>	<b>2</b>		

GRI-G4	Indicator	Scope	Unit	2014	2015	2016	Page
G4-LA6	Sickness absenteeism rate	Le Groupe La Poste (France)	Rate		6.30	6.59	123
G4-LA6	Days of absence for health reasons	Le Groupe La Poste (France)	Number of calendar days		5,504,479	5,596,496	
G4-LA6	Occupational physicians	La Poste	Number	161	147	146	122
G4-LA6	Occupational nurses	La Poste	Number	147	143	144	122
G4-LA6	Social assistants	La Poste	Number			280	122
G4-LA6	Medical secretaries	La Poste	Number	109	112	109	122
G4-LA6	Teleworking employees	La Poste	Number (rounded figures)	1,000	1,400	1,600	121
G4-LA8	People with disabilities hired	La Poste	Number	643	147	163	
G4-LA8	People with disabilities hired on permanent contracts	La Poste	Number	86	60	45	
G4-LA8	Employees under the mandatory employment obligation	La Poste	Rate	4.1	5.1	5.8	127
		La Banque Postale	Rate	3.1	3.0	3.2	
G4-LA8	Employees with officially recognised disability	La Poste	Number	8,000	9,463	10,269	127
G4-LA8	Employees who have received a medical check-up within the past two years	La Poste	%	92	90	81	122
G4-LA9	Training expenditure	La Poste	% of payroll	3.5	3.9	4.02	126
G4-LA9	Employees who attended at least one training session	Le Groupe La Poste (France)	Number		173,632	161,550	
G4-LA9	Employees who attended at least one training session during the year	La Poste	%	77	81	76	125
G4-LA9	Training hours	Le Groupe La Poste (France)	Number		4,777,133	5,432,771	
G4-LA9	Training hours per individual trained	La Poste	Number		27.5	33.6	
G4-LA9	Training days	Le Groupe La Poste (France)	Number		682,448	776,110	
G4-LA10	Managers trained in their HR role	La Poste	Number	1,922	3,380	1,314	119
G4-LA10	Employees trained in road safety and handling operations	La Poste	Number	53,749	46,809	47,752	122



GRI-G4	Indicator	Scope	Unit	2014	2015	2016	Page
G4-LA10	Employees trained in prevention and management of abusive and aggressive behaviour	La Poste	Number	9,440	11,475	11,663	122
G4-LA10	Employees who attended at least one training session in digital services	La Poste	Number			60,000	125
G4-LA11	Employees who transferred to another business unit under internal mobility policy	Le Groupe La Poste	Number	1,387	1,324	1 695	124
G4-LA11	Employees who transferred to civil service positions	La Poste	Number	172	222	198	124
G4-LA11	Employees who set up their own or purchased a business	La Poste	Number	132	175	298	124
G4-LA11	Employees who transferred to the social and solidarity economy	La Poste	Number		70	75	125
G4-LA11	Employees beginning a qualification-earning course	La Poste	Number		6,600	12,600	125
G4-LA11	Employees promoted	La Poste	Number	11,985	11,017	12,866	126
		Le Groupe La Poste (France)	Number		12,613	14,783	
G4-LA11	Promotion rate	Le Groupe La Poste	Taux	5.6	5.3	6.4	
G4-LA11	Career development advisors	La Poste	Number			244	124
G4-LA12	Female senior executives	Le Groupe La Poste	%	31.5	30	31.7	128
G4-LA12	Female executive committee members	Le Groupe La Poste	%	25	30	30	128
G4-LA12	Promotions awarded to women	Le Groupe La Poste	%	52	54	54.3	128
G4-LA12	Senior executives trained in diversity and equal opportunities	La Poste	%		100	100	
G4-LA13	Difference between the remuneration of men and women	La Poste (France)	%		-0.33%	-3.33%	128

GRI-G4	Indicator	Scope	Unit	2014	2015	2016	Page
G4-LA13	Number of overtime hours	Le Groupe La Poste (France)	Number		2,946,817	2,987,861	117
G4-LA13	Employees trained in banking	La Banque Postale	Number		60,000	60,000	
G4-LA13	Participation-based innovation: ideas submitted	Le Groupe La Poste	Number (total over 8 years)		69,820	72,989	58
G4-LA13	Innovation: 20 projects for 2020	Le Groupe La Poste	Number of projects (total over 3 years)			1,020	
		Le Groupe La Poste	Number of applicant employees (total over 3 years)			2,096	

## HUMAN RIGHTS

G4-HR3	Incident of discrimination complaints referred to National Mediator and "Defender of rights"	Le Groupe La Poste	Number	6	2		
G4-HR3	Complaints handled by the Worklife mediator	Le Groupe La Poste	Number		195	180	127

## SOCIETY

G4-S01	Expenditure on temporary staff	La Poste	Million euros	127	196	221.0	
		La Poste, La Banque Postale and Mediapost SAS	Million euros	135	208	221.2	
G4-S02	Personal micro-loans	La Banque Postale	Million euros (total)		19	24.4	
G4-S02	Market share of personal microloans	La Banque Postale			9.6	10.2	
G4-S02	Micro-loan partnerships supported	La Banque Postale	Number		132		
G4-S02	Customers supported by l'Appui	La Banque Postale	Number (total)		16,200	70,000	72
G4-S01	Silver economy revenue	La Poste	Million euros			3.6	32
G4-S01	Services to individuals – Proxi: number of contracts	Le Groupe La Poste	Number en millions		4.5	4.5	
G4-S01	Services to individuals – Proxi revenue	Le Groupe La Poste	Million euros		9	19.2	33

GRI-G4	Indicator	Scope	Unit	2014	2015	2016	Page
<b>G4-S01</b>	Services to individuals – Proxi: number of individual insurance policies	Le Groupe La Poste	Number en millions		<b>2.7</b>		
<b>G4-S02</b>	Livret A passbook accounts holding assets of less than €150	La Banque Postale	%	<b>53</b>	<b>54</b>	<b>51</b>	<b>71</b>
<b>PRODUCTS</b>							
<b>G4-PR5</b>	Overall satisfaction rating of French people using the network	La Poste	%	<b>91</b>	<b>90</b>	<b>95</b>	<b>75</b>

# Scope and reporting methodology

## References

Le Groupe La Poste's social, environmental and societal reporting process has been implemented in accordance with the provisions set forth in Articles L. 225-102-1 and R. 225-104 to R. 225-105 of the French Commercial Code. The social indicators have been prepared using the same methodology applied in the social report. The environmental indicators are based on recognised reference standards.

### National reference standards:

- Ademe's carbon footprint methodology tool to calculate emissions of most energy sources,
- excluding electricity abroad
- emissions factors and other sources from the Carbon Base.

### International reference standards:

- GHG Protocol to define scopes 1, 2 and 3
- G4 Global Reporting Initiative (GRI 4) sustainable development reporting guidelines
- Consumption or emissions factors provided by the International Energy Agency (2016 report) to calculate emissions related to electricity consumption abroad (average of the past three years).

### Special cases:

Renewable electricity emission factors: Emission factors in CO<sub>2</sub>-equivalents for the consumption of renewable electricity are provided directly by electricity suppliers. Where these are not available, the factor applied is the average emission factor for the renewable energy mix in the country where the electricity is consumed.

## Reference period

The 2016 reference period for social reporting is the calendar year from 1 January to 31 December 2016. This ensures consistency with French regulations and the social report for French corporations. The environmental reporting reference period was created on a year-on-year basis from December 2015 to the end of November 2016 with the exception of paper consumption and number of vehicles (31 December 2016).

## Scope of reporting

Le Groupe La Poste has chosen to report on the scope of La Poste (which does not produce its own report) and on the scope of the Group. When under a legal obligation, subsidiaries produce their own social, societal and environmental information. The data concerning financial services are integrated into La Banque Postale's data in this report.

From 2015, the scope of social indicators was expanded to French express courier companies (GeoPost business unit, DPD France and Chronopost). In 2016, the scope of social indicators encompasses all the Group's French subsidiaries. Since 2014, the most significant environmental indicators include the GeoPost business unit's express courier companies: energy consumption of buildings and greenhouse gas emissions (GHG) related to transportation and buildings. For 2016, these indicators have been expanded to all Group companies (including international subsidiaries).

The Group's other subsidiaries have implemented measures to harmonise extra-financial reporting indicators and schedules, as well as computerisation projects, and these will broaden the scope of consolidation over the coming years.

## Indicator extrapolation

To address concerns about the consistency of reporting with the scope of consolidation of Group entities, the Group has made extrapolations starting from 2016 in the consolidated Group data for companies not yet included in the reporting. The 2015 data has been extrapolated retrospectively to provide comparisons based on the same scope. Data is extrapolated by either by applying a ratio of GHG emissions per parcel for Geopost, or if that is not possible, then using a ratio of CO<sub>2</sub>-equivalent kg per €1,000 revenue. By convention, the extrapolated data is included in type 3 in the Group emissions table and is not reflected in the total emissions chart.

## Coverage of indicators

The coverage rates of the indicators for the different scopes published are presented below. The ratios are calculated for fully consolidated companies.

The precise scope of social indicators is presented in Chapter 17 of the Registration Document.

Scope of indicators	Indicators	% of the Group's consolidated revenue	% of Group employees (in full-time equivalent)
Scope of Group's commitment (environmental)		45%	83%
La Poste	Environmental indicators	45%	75%
Le Groupe	Energy consumed by buildings	100%	100%
	GHG emissions related to transport and buildings	100%	100%

The precise scope of social indicators is presented in Chapter 17 of the Registration Document.

## Protocol

The indicators are described in a detailed reporting memorandum drawn up by the Group's Corporate Social Responsibility Department, which has responsibility for the reporting process. This memorandum states how the indicators are defined, how the information should be gathered and calculated, estimates or extrapolations made and, if necessary, checks performed, and also who has the data collection and approval responsibilities.

## Environmental indicators

### Group objectives of reducing GHG emissions

This commitment mostly covers greenhouse gas emissions linked to mail and parcels transport, the network, corporate and financial services (in a departure from the principles laid down in the note on methodology), Digital Services and the buildings managed by the Poste Immo subsidiary. It encompasses direct and indirect emissions from the consumption of electricity, hot or cold steam and emissions including transport contractors and contracted business-related travel. The modes of transport covered are road, rail, air and sea.

### Greenhouse gas emissions

Type 1 and 2 GHG emissions as laid down in the GHG Protocol: direct and indirect emissions linked to the consumption of electricity, steam, heating or cooling. Type 3 GHG emissions, including transport contractors and contracted business-related travel.

The modes of transport covered are road, rail, air and sea. The distances for air capacity leased to international destinations and to the French overseas departments reflect stopovers.

Company vehicles are included as of 2016.

Business travel by employees in their own vehicle does not fall within the scope of the indicator.

GeoPost's environmental data on the energy consumption of buildings and greenhouse gas emissions from transport and buildings are calculated over a rolling period (4th quarter 2015 to 3rd quarter of 2016).

### **Kilometres travelled**

Kilometres travelled or purchased by the owned or operated fleet by road, air and rail and subcontractors.

### **Energy consumption of the buildings**

Types of energy taken into account are electricity, gas, fuel oil, district heating, propane and LPG. Reporting on the energy consumption of buildings is based on amounts invoiced from 1 December 2015 to 30 November 2016. The average prices used to convert these amounts into kilowatt-hours are taken from the statistics databases or calculated from representative samples of invoices. For certain buildings, consumption was extrapolated based on the floor space occupied. As an exception, the 2015 data was based on invoices from 1 November 2014 to 31 October 2015 due to a change in supplier. The energy consumed by buildings disposed of during the year was not included. Electricity consumption and GHG emissions associated with electric vehicles are included in the data for buildings.

### **Waste**

The scope encompasses computer, safety/security and telecommunications equipment that underwent specialised processing, plus 12.4 tonnes donated or sold.

Since 2014, the recovery rate has been extrapolated across the entire consolidation scope based on results for materials that account for 89.3% of the total WEEE processed by specialised channels.

### **Paper consumption**

Products (stamps, ready-to-ship, and other packaging sold), cardboard boxes, and mixed items like padded envelopes are not included in the scope of the indicator.

### **Water consumption**

A portion of the water consumption is estimated based on the expenses invoiced during the year and an average price.

## **Societal indicators**

### **Purchases**

Purchases comprise all goods and services bought from third parties (equipment, transport/logistics, IT, overhead expenses, etc.) that were capitalised or expensed.

The amounts include are based on cost for La Poste and excluding VAT for other Group entities.

The scope covered by the commitment covers La Poste and its Poste Immo and La Banque Postale subsidiaries. The regional impact (Group data) presents data for La Poste and its Poste Immo, La Banque Postale, Docapost and Mediapost subsidiaries.

# Glossary

**ACP:** A post office specialised in handling parcels.

**Afep-Medef:** Two French employers' associations.

**AFMD:** 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.

**ANEM:** An association of French elected officials from mountainous regions.

**ARF:** An association of French administrative regions.

**Avere:** An NGO that promotes the use of electric vehicles.

**BBC:** A French building energy-efficiency standard.

**BREEAM:** A method for evaluating a building's environmental performance, developed by the Building Research Establishment.

**CDDEEP:** A sustainable development club for public-sector companies and entities.

**CDPPT:** Departmental committee on postal services.

**CFDT:** A French labour union.

**CFTC:** A French labour union.

**CGC:** A French labour union.

**CGPME:** An employers' association for small and medium-sized companies.

**CGT:** A French labour union

**CMP:** Company mobility plan.

**Comité 21:** A French non-governmental organisation that promotes environmental awareness and sustainable development by bringing together four distinct groups: private-sector companies (from SMEs to multinationals); local authorities (from municipal to regional); NGOs (environmental, economic development, local solidarity, human rights, etc.); and institutions (universities and the media).

**Consumer:** An individual who purchases property, a product or a service for his or her own use (ISO 26000).

**COP21:** The 2015 Paris Climate Conference.

**CSR / Corporate social responsibility:** CSR has been defined by the Commission as "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis".

**CSR department:** Corporate social responsibility department.

**Customer:** A private or public sector organisation or individual who/which purchases goods, products or services for a commercial purpose (ISO 26000).

**E2C:** An NGO that gives school-leavers a second chance.

**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 functioning system that consists of air, water, soil, natural resources, flora, fauna, human beings, the space in which they live and their interactions (ISO 26000).

**EpE:** An employers' association that supports environmental causes.

**ERP:** A category of buildings that are accessible to the general public.

**ESG:** Environmental, social and governance.

**EWC:** European works council.

**FNE:** France Nature Environment.

**FNH:** The Nicolas Hulot Foundation.

**FO:** A French labour union.

**Green IT:** Green IT is an eco-responsible approach that seeks to reduce the ecological, economic and social impacts of information and communication technologies. It 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.

**ICMP:** Inter-company mobility plan.

**IMS-Entreprendre pour la Cité:** a non-governmental organisation composed of companies that promote corporate social responsibility.

**IPC:** International Post Corporation: IPC is a cooperative association of post offices in Europe, North America and Asia-Pacific founded in 1989. Its main missions are to improve the quality of international service, conduct studies and research in the area of postal services and encourage discussion forums on postal issues.

**MAP:** A priority project to modernise public services.

**NQT:** An urban youth employment NGO.

**OECD:** The Organisation for Economic Cooperation and Development.

**OFII:** The French immigration and integration office.

**OHSC:** Occupational Health and Safety Committee.

**Orée:** A non-profit organisation founded in 1992 that brings together more than 150 businesses, territorial authorities, trade and environmental associations, academic and institutional bodies, to develop consensus thinking on best environmental practices, and to implement practical tools for integrated environmental management at regional 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).

**PAP:** Premises accessible to the public

**PCP:** Priority common project.

**PIMMS:** Social services information centres.

**PRM:** Person with reduced mobility.



**Product:** Something an organisation sells directly or includes in a service (ISO 26000).

**RBR 2020:** A sustainable building regulation.

**Responsible management:** An approach to management that engages managers beyond the “bottom line”, and requires that they be accountable for working 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 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).

**Service:** The action of an organisation to satisfy a request or requirement (ISO 26000).

**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 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.

**Solidarity 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 activities and public service mission.

**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:** Social responsible investment.

**SSE:** Social and solidarity economy.

**Stakeholder:** An individual or group that has an interest in the decisions or activities of an organisation (ISO 26000).

**SUD:** A French union.

**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:** United Nations.

**UNSA:** A French labour union.

**UPU:** Universal Postal Union.


**Value chain:** The sequence of activities or the participants in a process who/that either 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.

**WWF/World Wildlife Fund:** A foundation that works to protect the environment.



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