



LE GROUPE LA POSTE

CSR report 2020



This report provides a comprehensive and detailed presentation of Le Groupe La Poste's extrafinancial performance in 2020. This document is supplemented by a more concise document called The Essentials. These two documents can be viewed and downloaded on the website www.groupelaposte.com, in French and English versions.

2020 was a year severely marked by the Covid-19 health crisis. In our country, this crisis highlighted our reliance on La Poste and human contact and confirmed La Poste's values and its public service missions.

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CHAIRMAN'S STATEMENT PHILIPPE WAHL

Le Groupe La Poste's Chairman and Chief Executive Officer



2020, a year of crisis and accelerations

2020, characterised by the health emergency, caused in-depth disruption in the global economy and the daily lives of our fellow citizens. The crisis accelerated the major transitions underway, and in particular the development of digital uses. It has also increased the divide and made disadvantaged communities even more vulnerable.

For Le Groupe La Poste, the economic impact of the crisis was marked by a dual trend: the sharp slump in mail volumes and the global boom in e-commerce, and therefore parcels.

During this period, the Group demonstrated its resilience and spirit of conquest. Societal commitment came as a natural priority in the challenges for managing the crisis. The commitment of La Poste employees enabled to ensure the continuity of the postal service and support the French population in their daily lives, whether in terms of home services or financial support for economic players. The successful delivery of social benefits to more than 1.2 million people during the months of lockdown is a clear demonstration of said commitment. The Group has set up innovative solutions, such as the distribution platform for masks for SMEs, the "Devoirs à la maison" (Homework) educational continuity programme for children experiencing digital disconnection or "drives" to access Postal Services.

In this context, the Group consolidated the fundamentals of its societal commitment, in particular its carbon neutrality. The Group's extrafinancial performance was once again praised by rating agencies, such as Vigeo Eiris, which confirmed the Group's position as world leader across all sectors in December 2020.

A purpose and a new strategic plan

The health crisis has confirmed that societal commitment is more than ever a priority, in order to combine economic performance with a positive impact for the environment and society.

Serving all, useful to everyone, La Poste, a proximity company with local anchorage, develops exchanges and forges essential links by contributing to the common goods of society as a whole.

The formulation of the purpose and the definition of the new strategic plan "La Poste 2030, committed to you" was based on a fruitful dialogue with all of its stakeholders, as part of the participatory approach. Thus, 135,000 La Poste employees and more than 6,000 people representing our stakeholders (customers, elected officials, suppliers, start-ups and partners, etc.) expressed their perceptions and expectations, confirming this "need for the post office" which the health crisis has reinforced.

With its strategic plan, Le Groupe La Poste is committed to serving its customers with the highest level of quality, it is mobilising to accelerate the digital transformation while taking action for digital inclusion, it is positioning itself as a leader in sustainable finance and environmental transformation to make them accessible to all.

In the service of society as a whole, La Poste intends to write a new chapter to become, from 2021, a company with a mission. As a lever for creating value at the heart of the major transitions in the current world, the Group reaffirms its desire to:

- contribute to regional development and cohesion;
- promote social inclusion;
- foster ethical, inclusive and frugal digital services;
- work to accelerate environmental transition for all.

Faced with these new challenges, the commitment of La Poste employees is one of the best assets to accomplish them. Human proximity remains our Group's main asset. It is the women and men of La Poste who embody it every day throughout the country, in contact with and at the service of our customers and partners.

The Group can also be proud of its commitment, which I renew, to the principles of the United Nations Global Compact and the Global sustainable development Strategy's goals for 2030. Committing to it means taking action for a more sustainable world.

By becoming the leading European platform for interaction and exchanges, human and digital, green and civic, at the service of its customers in their projects, and of society as a whole in its changes, Le Groupe La Poste intends to faithfully embody its purpose: **"Serving all, useful to everyone, La Poste, a proximity company with local anchorage, develops exchanges and forges essential links by contributing to the common goods of society as a whole."**

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PROFILE AND STRATEGY OF LE GROUPE LA POSTE

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1.1 A transforming Group

IN 2020, LE GROUPE LA POSTE DEMONSTRATED THE ROBUSTNESS OF ITS MODEL

Le Groupe La Poste is a major multi-business services group, with revenue of €31.2 billion in 2020, of which 40% was generated abroad, and an operating profit of €3.1 billion. Although affected by the crisis, La Poste has resisted, thanks to the success of its strategic plan for 2014-2020 "La Poste: Conquering the future". Thus, in seven years, its revenue has increased from €21.7 billion to €31.2 billion. The 20% increase achieved in 2020 compared to 2019 is the result of particularly structuring changes:

- after restatement of scope effects amounting to €4,176 million, mainly driven by La Banque Postale (€2,309 million), GeoPost (€1,690 million) and the Digital Services business unit (€139 million), and more marginal unfavourable currency effects (-€122 million, of which -€36 million on the Brazilian real, -€24 million on the rouble and -€23 million on the pound sterling), the Group's organic growth at the end of December 2020 was 4.4%;
- one of these major achievements was the implementation of the strategic alliance with Caisse des Dépôts on 4 March 2020, through the dual strategic equity alliance of La Poste with Caisse des Dépôts and La Banque Postale with CNP Assurances, enabling the Group to diversify its business model and for La Banque Postale to become an integrated banking and insurance group. La Poste's power has increased. As an illustration, at the beginning of 2013, shareholders' equity amounted to €8.5 billion; at the end of 2020, and despite the global crisis, it was €18.2 billion;
- among the major difficulties of 2020, the emergence of a global crisis linked to the Covid-19 pandemic generated two main shocks for our Group. Firstly, an economic shock, due to the collapse of mail volumes with 7.5 billion items compared to 9.1 billion last year; secondly, an unprecedented operational shock for a local company with contacts that had to thoroughly review its processes and organisations;
- at the Network level, La Poste has maintained the continuity of the public service, and above all, the distribution of social benefits to the most vulnerable; in terms of logistics, the Group was able to cope with the explosion of parcels with the delivery of 471 million parcels by the Services-Mail-Parcels business unit (+29%) and the delivery of 1.9 billion parcels by GeoPost (+40%) in France and the rest of the world;

- the Group has achieved its diversification objective, the first stage of its in-depth transformation. For La Poste, the aim was to reduce mail to less than 20% of its revenue. Today, traditional mail accounts for 18.7% of revenue (vs 37.1% in 2013);
- international revenue has more than tripled, from 3.6 billion in 2013 to more than 12 billion in 2020;
- another major achievement was the acquisition by GeoPost of BRT, the leader in parcels in Italy, which marks a major step forward in our Group's international development.

In 2020, the Group mobilised and, thanks to the commitment of its employees, was able, in this complex year, to face these multiple challenges and transformations. 66%-owned by Caisse des Dépôts and 34%-owned by the French state following the completion of the transactions relating to the creation of a large public financial group on 4 March 2020, Le Groupe La Poste has 248,906 employees⁽¹⁾, of whom almost 19% are employed outside France.

Le Groupe La Poste is an international group which is present in around fifty countries and on five continents. 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 (ILO) basic principles. 96.7% of Le Groupe La Poste employees work in Western Europe (Unesco classification⁽²⁾). Le Groupe La Poste is also present in countries that are more exposed to human rights risks. When this is the case, it operates through small-sized companies or partners.

Comprising the parent company (La Poste SA) and its subsidiaries, Le Groupe La Poste is organised around five business units⁽³⁾:

 the Services-Mail-Parcels business unit (38.1% of the Group's consolidated operating revenue) brings together the traditional postal delivery activities, *i.e.* delivering business mail and advertising, press and parcel post. It also provides cross-border mail and small parcel delivery solutions. It is actively developing its local services business (including the postman's new services) as well as new services for the elderly (Silver economy);

⁽¹⁾ Headcount in full-time equivalents on average.

⁽²⁾ Unesco classification for Western Europe: Andorra, Austria, Belgium, Denmark, Finland, France, Germany, Greece, Iceland, Ireland, Italy, Liechtenstein, Luxembourg, Malta, Monaco, the Netherlands, Norway, Portugal, San Marino, Spain, Sweden, Switzerland, the United Kingdom and Vatican.

⁽³⁾ For more information on each business unit, see Le Groupe La Poste Universal registration document, Section 1.1.3 "Simplified organisation charts", Section 1.3.1 "Services-Mail-Parcels", Section 1.3.2 "GeoPost/DPDgroup", Section 1.3.3 "La Banque Postale", Section 1.3.4 "La Poste Network", Section 1.3.5 "Digital Services", Section 1.3.6 "Real Estate", Section 1.4.2 "Regulations applicable to public service missions".

- the GeoPost/DPDgroup business unit (35.0% of the Group's consolidated operating revenue), a wholly owned subsidiary of the Group, with many operations abroad (trading under its own name in 48 countries outside France), drives the Group's express business in France and abroad, with its core business line being express road transport parcel delivery. GeoPost provides value-added delivery solutions to businesses (BtoB) and private individuals (BtoC) on the last mile both to homes and out of homes;
- La Banque Postale (24.7% of consolidated operating revenue), heir to La Poste's financial services and a wholly owned subsidiary of the Group, has become a major player in banking and insurance as part of the creation of a large public financial group around Caisse des Dépôts. Being the majority shareholder of CNP Assurances (62.8%), it is positioned in the French market in three areas: retail banking in France, insurance (carried out for life insurance through CNP Assurances) and asset management;
- La Poste Network comprises the 17,000 La Poste retail outlets which market postal, financial and telephone products and services to retail customers in France. It is wholly owned (post

offices) or owned in partnership with local authorities and shopkeepers;

• the Digital Services business unit (2.0% of the Group's consolidated operating revenue) produces and markets the Group's digital solutions and services in the field of the digital transformation, digital marketing, desktop publishing and digital trust. It is also the driver of the Group's digital transformation in an increasingly digitised environment.

Le Groupe La Poste holds strong positions in its different markets, all fully open to competition since the mail market was completely deregulated in 2011. The Group has an unrivalled presence and role throughout the country due to the number of La Poste retail outlets, giving it an unequalled local reach. Its postmen visit French households six days a week, thus helping maintain or create social interaction and consolidating the Group's position as a player in local development. Its regional coverage is also reflected in its vast real estate portfolio (post offices, financial centres and tertiary buildings, and industrial platforms). Due to its size and the number of its assets, it is one of the largest portfolios in France, mainly managed by the Poste Immo subsidiary.

A CIVIC-MINDED APPROACH ROOTED IN ITS HISTORY AND A COMPANY WITH A MISSION IN 2021

Societal commitment is deeply rooted in La Poste's history. La Poste supports the development of French society. In this vein, the formulation of La Poste's purpose and the transformation of La Poste into a company with a mission through an amendment to the Company's Articles of Association planned for 2021 constitute a new and particularly structuring step, in line with stakeholders' expectations for Le Groupe La Poste:

- the Group's strategy is largely inspired by this commitment which is both a vector for the Company's reinvention and for setting itself apart. Le Groupe La Poste has been supporting the evolution of society in order to bring the benefits of social progress and technical innovation to everyone, everywhere and every day. It has always been at the service of all stakeholders in French society: private individuals, businesses, non-profit organisations, local authorities;
- as a pioneer in many domains, La Poste has a long history of integrating its societal commitments into its core activities. La Poste offered access to banking services in 1881, created a collaborative financing programme to benefit the Red Cross in 1914 in the context of a world war, and developed its first electric vehicle fleet in 1973, during the first major oil shock;
- the French state has entrusted four public service missions to the Group. These missions are central to the Group's identity and its societal commitments and illustrate its key role as a public sector company and its contribution to the public interest. These four missions - the universal postal service, press transport and delivery, contributing to regional planning and development, and banking accessibility - are fully integrated into the Group's business and strategy. The terms and conditions for carrying out these missions are defined in Public Service Agreements signed between La Poste and the French state; the current agreement covers the 2018-2022 period⁽¹⁾. It is supplemented, for each of the missions, by additional agreements covering the special characteristics of the mission in question. These help to maintain and strengthen social ties within French society. They are also a factor in social and regional cohesion. Lastly, they are the foundation of Le Groupe La Poste's organisation and operation;
- La Poste formulated its purpose following a process of dialogue and co-construction with stakeholders;
- La Poste has decided to adopt the status of a company with a mission, in accordance with the terms of the Pacte Act, by including it in the Articles of Association and by making commitments to society, which will be monitored by the Stakeholders Committee and audited by an independent third party.

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⁽¹⁾ In the Public Service Agreement for 2018-2022, civic commitments were defined to support the development of the digital society; develop local services; act in favour of sustainable and responsible development (social, societal and environmental).

KEY FIGURES AND GROUP PERFORMANCE

As at 31 December 2020, La Poste⁽¹⁾, the parent company of Le Groupe La Poste, is a *société anonyme* (public limited company) which is jointly controlled by the French state (34%) and Caisse des Dépôts (66%), located at 9, rue du Colonel Pierre-Avia, 75015 Paris (registered office).

Revenue⁽²⁾: \in 31.2 billion, *i.e.* +20.0% and +4.4% at constant scope and exchange rates.

40% of revenue generated internationally, multiplied by 3.5 since 2013.

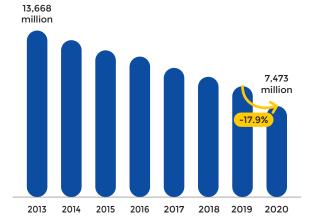
Operating profit/(loss)³: €3.1 billion vs €889 million in 2019, -€1.3 billion before the integration of CNP Assurances⁽⁴⁾.

Net profit Group share: $\pounds 2.1$ billion vs $\pounds 822$ million in 2019, $-\pounds 1.8$ billion before the integration of CNP Assurances⁽⁴⁾.

Free cash flow⁽⁵⁾: -€510 million (vs €223 million as at 31/12/2019).

Net debt⁽⁵⁾: €8.8 billion (vs €6.5 billion as at 31/12/2019).

Accelerated drop in addressed mail



Equity: \in 18.2 billion (vs \in 12.6 billion as at 31/12/2019)+ \in 7.0 billion due to the contribution of CNP Assurances shares.

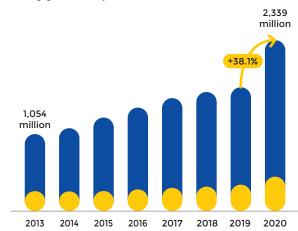
Net debt/equity ratio: 0.48 (vs 0.51 as at 31/12/2019).

Le Groupe La Poste's headcount: $248,906^{(5)}(202,528$ in France, 38,201 in the rest of Europe excluding France and 8,177 in the rest of the world).

Present in around fifty countries on five continents.

Five business units $^{\rm (6)}$ + two subsidiaries managing the Group's assets:

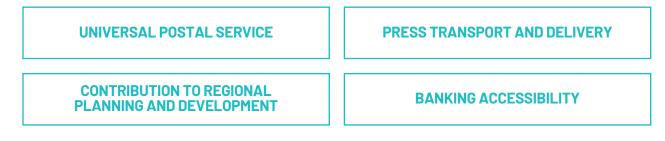
- **Poste Immo**, the Group's property company, manages the majority of the Group's real estate activity (79% of the surface area occupied by the Group's entities in France);
- Véhiposte, manager of the Group's vehicle fleet in France, with more than 60,000 commercial and private vehicles used in a restrictive and atypical manner.



Strong growth in parcel volumes

For more information, Le Groupe La Poste's Universal registration document is available online at https://www.groupelaposte.com/en/financial-publication/.

Four public service missions



For more information on La Poste SA, its corporate name, its trade name, its location and registration number, its date of incorporation and its duration of existence, as well as the legislation governing its activities.

⁽²⁾ By convention, the term "revenue" refers to all of the Group's operating revenue, consisting of revenue from industrial and commercial activities, and La Banque Postale's net banking income, which itself includes net insurance income from CNP Assurances.

⁽³⁾ Operating profit after share of net profit/(loss) of jointly controlled entities.

⁽⁴⁾ Including +€3.0 billion impact of the first recognition of CNP Assurances shares on operating income and +€3.6 billion on net profit/(loss).

⁽⁵⁾ Civil servants, permanent contracts, temporary contracts, including training contracts for La Poste, excluding training contracts for subsidiaries.

⁽⁶⁾ For more information on the Group's organisation, see page 10-80 in Chapter 1 of the 2020 Universal registration document. The entities included in the Group's consolidated financial statements are detailed in note 44 to the 2020 Universal registration document (page 426-451).

1.2 Driven by the directions of the new strategic plan

1.2.1 PURPOSE

Purpose of La Poste and its employees

Le Groupe La Poste has been supporting the evolution of society in order to bring the benefits of social progress and technical innovation to everyone, everywhere and every day. It serves all stakeholders in French society, including citizens, companies, non-profit organisations and local authorities.

The Group's commitment to serving the public interest is in line with its public service missions to go further in supporting the major transitions that impact society: ecological, regional and demographic transitions (including ageing) and digital. This commitment is at the heart of the social and societal ecosystem, with a desire to impact and drive all stakeholders in these changes in the regions.

Since its founding in the 15th century, La Poste has always had the fundamental mission of connecting people across the country. Over the centuries, technologies have progressed; the services Le Groupe La Poste provides have expanded; the Group's public service missions have themselves undergone changes. But Le Groupe La Poste's purpose has remained the same: **Serving all, useful to everyone, La Poste, a proximity company with local anchorage, develops exchanges and forges essential links by contributing to the common goods of society as a whole.**

Whether it is mail, parcels, banking, insurance or home services, Le Groupe La Poste addresses the multitude in a spirit of civic equality and territorial equity. From the diffusion of cheques in 1919 to the exemplary expansion of Le Groupe La Poste's socially responsible financial products offer (SRI) today, as well as the development of green delivery in France and Europe and the distribution of responsible solutions for archiving digital documents and data, Le Groupe La Poste makes innovation and progress available to everyone.

La Poste addresses to all its stakeholders:

 La Poste makes life easier for its customers by providing many services they need in their daily lives: mail, parcels, banking transactions, e-health, home services, digital solutions. It supports them in the key stages of their journey, whether it be taking the Highway Code test, making a first investment or looking after their parents from a distance; Deeply committed to becoming a company with a mission, La Poste has formulated its purpose.

Developed in consultation with the various stakeholders in the Group's activities and validated by the Board of Directors on 25 February 2021, the purpose summarises the essence and aim of the Group's activities at the service of society. It is intended to be both an anchor and a guide for employees in their action, and a frame of reference for the Company.

The purpose explains the fundamental meaning of La Poste's action for all of its stakeholders, which can be summarised as follows:

- La Poste contributes to the development of companies. Several million economic players are "linked and connected" every day by postmen. The Group finances their growth, facilitates their development in e-commerce, helps them develop relationships with their customers and conquer new markets;
- La Poste ensures the interconnection of regions through its physical and digital networks, up to the last mile. In doing so, it also enables them to reach out to the world. Through its various modes of presence – nomadic or fixed, on its own or in partnership – La Poste adapts to the local community and helps maintain public services in the most isolated areas. Lastly, it is a major financier of local authorities and an active support for the development of emerging sectors such as the circular economy, crowdfunding and urban logistics;
- La Poste gives priority to the development of its employees: 80% of them attend at least one training course each year. In addition, forward-looking skills management, encouraging mobility, initiatives to promote well-being at work, and the concern for equal opportunities and respect for diversity are La Poste developments engines;
- La Poste forges relationships of trust with its suppliers and subcontractors, of which 80% are start-ups, VSEs and SMEs. It supports them in their approach to quality and sustainable development, involves them in its innovative initiatives, and supports them in several "incubators";

- La Poste supports the strategy of its shareholders Caisse des Dépôts and the French state - who find it a lever for regional cohesion, infrastructure financing, the development of the Silver economy, the fight against urban congestion and pollution;
- La Poste has a responsibility towards future generations. It contributes to the decarbonisation of the economy by carrying out its own environmental transition, and also by facilitating that of its stakeholders, in particular, citizens and consumers (green delivery, thermal renovation of housing) and businesses (energy management solutions for buildings).

Faced with the major risks confronted by our societies – the depletion of natural resources, the digital divide, social and territorial fragmentation, the ageing of the population – we all collectively have a major obligation to act.

As a result of its purpose and its activities, La Poste makes four specific commitments that embody its contribution to the common good of society as a whole:

- contribute to regional development and cohesion;
- promote social inclusion;
- foster ethical, inclusive and frugal digital services;
- work to accelerate environmental transitions for all.

The Executive Committee and the Board of Directors will monitor the achievement of these commitments through dedicated indicators.

To formalise these commitments, Le Groupe La Poste has created a Stakeholders Committee, which will be responsible for monitoring the commitments independently.

1.2.2 STRATEGIC ORIENTATIONS

Assessment of the Strategic plan: "La Poste 2020: Conquering the future"

The year 2020 marked the end of the strategic plan "La Poste 2020: Conquering the future", which was launched in 2014. The 2014-2020 period was marked by the following:

- acceleration of the development of existing activities as evidenced by the constant growth of the parcel business both in France and internationally, both organically and through regular acquisitions (a total of almost €12 billion in additional revenue over the 2014-2020 period⁽¹⁾), the transformation of the Network, the growth of local services, the acceleration of retail banking activities and the active pursuit of partnerships with institutional investors (insurance, asset management);
- regarding digital activities, application of the digitisation strategy: transformation of the laposte.fr website into an e-commerce and service site, orientation of the Docaposte subsidiary towards digital activity, in particular as a trusted third-party player in digital exchanges, modernisation and digital transformation of the Group with the development of internal collaborations for the diffusion of technologies;
- achievement of the objective of diversification in the face of the structural and accelerating decline in mail volumes, with the conquest of new territories strengthening the Group's solidity, in particular through its geographical expansion (Europe, South-East Asia, South Africa), the conquest of new segments in express parcels (transport of fresh products, medicines), the strengthening of its digital expertise (digital transformation of companies, trusted third parties, etc.), the development of the Silver economy and healthcare services at home, the Group's development as a major e-commerce partner and finally the strategic equity alliance with Caisse des Dépôts, which led to the creation of the large public financial group with Caisse des Dépôts;
- improvement of the Group's competitiveness through a constant effort on costs, with in particular the adjustment of operating costs to business trends and the deployment of a Group-wide cost savings plan and increased prioritisation of investments;
- proper execution of the public service missions, including in a difficult health context;
- strengthening of cooperation and synergies between the business units and streamlining of the support functions.

The mobilisation of La Poste's employees was essential. In particular, this mobilisation was based on new ways of working and new offers. The employees proudly reaffirmed their commitment to the Group's internal labour-management agreement.

Additional revenue over the 2014-2020 period: this is the sum of revenue in the year of acquisition without taking into account their addition in the years following the acquisition.

La Poste's new strategic plan for 2030, committed to you

Context

Profound societal transitions

Le Groupe La Poste has identified four major transitions, which are both challenges and opportunities:

	DIGITAL TRANSITION	Digital solutions are taking hold in our daily lives, bringing the French closer together (thanks in part to social media), creating new standards of consumption and work, but can alienate those suffering from the digital divide. They also create a disruptive environment where increasingly powerful competitors dominate the markets and in some cases raise ethical issues (<i>e.g.</i> customer data management).
B,	ENVIRONMENTAL & ENERGY TRANSITION	Environmental and energy pressure in France, as in the rest of the world, is increasing. Environmental issues such as climate change, waste management, air pollution, the decline in biodiversity and the depletion of scarce resources will have an even greater impact on political decisions and on the economic choices and daily lives of French people between now and 2030.
රිසී	DEMOGRAPHIC & SOCIAL TRANSITION	How can we ensure the well-being of our planet's 8.5 billion inhabitants in 2030? This is the challenge of the demographic and social transition. The world's population will continue to grow, primarily on the African continent. While some countries are beginning their demographic transition or are experiencing a rise in birth rates, others are completing it and are faced with the accelerated ageing of their populations. In 2030, people aged over 60 years will represent around 30% of the French population, influencing the economy, the health sector, the needs and the way in which services are planned and provided.
<u></u>	REGIONAL TRANSITION	How to develop infrastructure, the local economy and access to essential services, while protecting natural capital and strengthening social cohesion? This is the challenge launched by the regional transition. 60% of the French population live in urban peripheries, in small towns or rural areas. These regions feel isolated from economic development and are looking for solutions to avoid successive crises.

2020: acceleration of the trends impacting the Group's business model

The health crisis has greatly accelerated preexisting trends:

- mail and banking is increasingly paperless, and there has been a significant increase in e-commerce flows;
- the entire digital transformation has also accelerated significantly; initiating a relationship via digital tools is becoming a standard for a large majority of customers, remote forms of working are increasing;
- the level of interest rates, which have been declining for many years, is becoming persistently low, accentuated by an uncertain economy (Covid-19, Brexit, unemployment, changes in pension and health care spending). Interest rates that became negative or durably low represent a major challenge for bancassurance.

Finally, awareness of global warming and its consequences has become widespread during this crisis. Companies are taking even more responsibility and action against global warming.

The crisis has confirmed the importance of Le Groupe La Poste's coverage, proximity and services. The French people have reaffirmed their expectations in terms of physical and digital presence, delivery, public service and proximity. The Group has given priority to the continuity of public services essential to the life of the country and to the health of its employees and customers. In the difficult circumstances of the spring and autumn of 2020, La Poste succeeded in distributing social services to 1.5 million of the most modest and vulnerable customers. The Group also faced the considerable growth of parcels in France and around the world, with the volumes of parcels handled by Colissimo and GeoPost increasing by 645 million items, or 38%, between 2019 and 2020, thus supporting businesses and millions of related jobs.

On the basis of the lessons learned from the crisis, Le Groupe La Poste intends to maintain and build on the fundamentals expected of its stakeholders in the construction of its new strategic plan for Le Groupe La Poste by 2030.

The Group's major opportunities

Societal transitions, which the health crisis has, in some cases, greatly accelerated, confirm and structurally anchor consumer needs and behaviours such as: the development of e-commerce (domestic and cross-border) and the expansion of new markets (in the areas of food, health, etc.). The transitions (demographic, environmental and regional) are also creating expectations, particularly in the Silver economy, the environment and energy, the circular economy and services to the regions.

Already today and even more in the future, the potential of data and artificial intelligence offers growth and performance opportunities for Le Groupe La Poste. The equity alliance with CNP Assurances is also shaping a new, more robust, integrated banking and insurance model in France and internationally. Lastly, cooperation with the assets of Caisse des Dépôts and its subsidiaries (Banque des Territoires, BPI, etc.) is also a source of value creation.

Likewise, societal demand, reinforced by the pandemic crisis, expresses a need for greater proximity, but also for security, trust in digital technology and a civic-minded bank.

Le Groupe La Poste's multi-business model is an asset, thanks in particular to the complementarity it generates. It allows the Group to remain a unified group to carry out its missions in society and to meet the need for critical mass in its competitive environment.

With this original model in a changing environment, flexibility, speed of adaptation and agility are key criteria for Le Groupe La Poste's success.

The Group's fundamentals

Le Groupe La Poste's strategy is based on solid and unique fundamentals. For nearly six centuries, La Poste has connected people across the country, serving the general interest and the Nation. It appears as a common good for society. Over the centuries, postal employees have adapted to remain useful to society as a whole, to offer services that are accessible to as many people as possible and to foster social interaction. From La Poste with horses under Louis XI, to urban logistics and the creation of Digiposte, not to mention the introduction of postal cheques and postcodes, La Poste supports the country in its major transformations. While La Poste has never ceased to transform itself over the centuries, its purpose has remained the same, based on its human, physical and digital proximity, and its daily usefulness thanks to the diversity of its services. In this way, La Poste simplifies the lives of all its customers, both professional and private, by relying on its trust capital and its expertise in social relations, which make it a trusted third party, both physical and digital.

Le Groupe La Poste is a powerful brand that is recognised by all and is the pride of its employees. Its industrial and technological infrastructures and its logistical know-how contribute to the economic development of the country while respecting strong environmental commitments.

La Poste ensures the full execution of its public service missions (banking accessibility, universal postal service, press transport and delivery, regional planning): these are defined in a strict legal framework, which must be adjusted to keep pace with society's expectations.

Le Groupe La Poste can also rely on a dependable and long-term shareholder base, which supports its development and makes it possible to democratise the innovations that change everyday life.

The construction of the new strategic plan: La Poste of 2030 developed for and with its stakeholders

When developing its strategic plan, Le Groupe La Poste wanted to involve all its stakeholders, both internal and external, to take their expectations into account. To this end, in addition to discussions with its shareholders and trade unions, it has deployed a large-scale participatory approach, questioning more than 135,000 La Poste employees and 6,500 stakeholders from various backgrounds: customers, citizens, elected officials, associations of elected officials, parliamentarians, suppliers, start-ups, retailers and mass retailers from the La Poste Network, associations and companies in the social and solidarity-based economy.

Among the lessons learned from this approach, human proximity and regional coverage are considered as assets of Le Groupe La Poste for the present and the future. The priority area of concern is for all stakeholders, quality of service and customer experience and employees want to commit to this priority. Stakeholders propose to develop and raise awareness of La Poste's products and services related to societal transitions (home services, circular economy, regional economic development, digital services and support for digitisation) but also to extend value-added services around our historical businesses.

The strategic plan will lead to a group that embodies human proximity, supporting the four major transitions and transformed for the benefit of customers and employees (customer culture, autonomy, cooperation, IS, etc.). La Poste contributes to the creation of new common goods in society at large, in particular by providing digital assets (La Poste helps people become digitally autonomous and allows everyone to control their own personal data by means of a digital identity) and by making postal spaces accessible to all throughout the regions. In addition, by promoting access to environmental transformation for all, La Poste contributes to the common good as regards the environment.

To continue the dialogue initiated with its stakeholders during the construction of its plan, Le Groupe La Poste has undertaken to regularly share with them the progress of its strategic plan.

Ambitions and priorities for development in the run up to 2030

Le Groupe La Poste aims to be the leading European operator of physical and digital services to ensure links between people, businesses and regions. To do this, it relies on open infrastructures to be the preferred intermediary for exchanges between its customers, whether it be mail or parcels, information, data or financial flows.

Le Groupe La Poste differentiates itself by offering responsible offers in all its activities and supports its customers in their development and in the transformation of society. La Poste's strategic plan is based on the following:



To achieve its ambitions and objectives, Le Groupe La Poste has set itself the following strategic priorities:

 Customer: "Reinforce the passion to serve customers at the highest level of quality, remain the customer's preferred intermediary and win new customers (professionals, young people, etc.)"

Le Groupe La Poste has chosen to place the customers, whether private individuals, companies or local authorities, at the heart of its strategic model. The Group's management indicators, key competencies, management culture and organisation are all aligned with this objective of customer satisfaction. Le Groupe La Poste also intends to innovate to remain the preferred intermediary of the end customer and develop personalised services that meet the needs of new users.

This is how Le Groupe La Poste sets out commitments to its customers, such as 24-hour and 7-day accessibility, a response within 24 hours to any request or simplified compensation in three clicks. It targets 100% customer satisfaction, with monitoring via net promoter score (NPS)¹⁰ indicators to assess the progress of customer satisfaction in each of the activities.

Le Groupe La Poste wishes to become a partner for the autonomy of young people, and to meet the needs of professionals and their development projects. It will support Retail customers in a customised end-to-end journey in all channels, whether physical or digital, according to their choice and with an equivalent level of service.

La Banque Postale and CNP Assurances will facilitate the daily life and life events of their customers by developing personalised services that meet their needs.

• **Coverage:** "Ever more present, thanks to the combined power of its physical, digital and human networks in the service of customers and development."

Already present alongside local authorities and all French people, Le Groupe La Poste wants to consolidate its footprint in the regions. It has made the strategic choice of a strong and coordinated physical presence, and has set itself the goal of increasing the number of physical access points to a Group service in France from 32,000 today to 40,000 by 2025. Ever more present, the post office will go to the homes of French people thanks to mobile networks (postmen available by appointment, mobile sales forces, temporary offices, drives, trucks, etc.) and our online services (mobile phones, Internet).

A local network serving customers, the Group will develop its Postal Services, roll out its value-added local services, particularly in the Silver economy and Health, regional services and the environmental transition (energy refurbishment assistance services, etc.).

La Poste intends to continue to contribute to the economic and social development of the regions by building new synergies with the Banque des Territoires and Caisse des Dépôts and by developing its collaboration with local authorities. La Poste will also adapt its distribution network to new needs by strengthening partnerships (with tobacconists, for example) and by promoting digital services for simple operations that do not require advice, thus allowing employees to spend more time in the customer relationship.

• **Digitisation:** "To accelerate the digital transformation, develop digital trust services and contribute to digital inclusion."

With this in mind, Le Groupe La Poste intends to make www.laposte.fr an open reference platform for all types of mail. As a result, 100% of the Group's products and services for the general public, private individuals and professionals, will be accessible online by 2025. Everything a customer needs to use or develop its e-commerce can be found on La Poste's platforms.

(1) The NPS is a demanding and recognised indicator, scored and calculated after each interaction between La Poste and a customer, to assess the customer's satisfaction level.

The joint work of La Poste and Caisse des Dépôts will be continued to support the digitisation of public service activities and regions. The foundations for a French digital sovereignty centre will be laid, based on La Poste's digital trust activities and on Caisse des Dépôts. La Poste will transform its data ethics into a competitive advantage, by offering its Digital Identity and the Digiposte digital mailbox to each new individual and professional customer of the Group.

La Poste will be a major player in digital inclusion and the fight against illectronism, with the goal of supporting one million people experiencing illectronism per year. The Group also makes it a priority to accelerate its own digital transformation by massively deploying digital culture among its employees. By 2025, all Group employees will be trained in digital technology, taking into account the specific needs of their business line and professional environment.

• Green: "La Poste is committed as a leading company in environmental transformation and aims to make this transformation accessible to all."

Pioneer of the environmental transition, carbon-neutral, Le Groupe La Poste has set itself the goal of reducing its greenhouse gas emissions in accordance with an ambitious path that limits global warming to 1.5 °C, as recommended by the Paris Agreement. To do this, the Group now wants to focus on products and services with zero direct emissions of pollutants and greenhouse gases.

As further proof of its resolutely green orientation, Le Groupe La Poste, with GeoPost and Colissimo, is committed towards zero emission delivery in 225 cities in France and Europe by 2025 (including 22 cities in France).

In the area of Finance, the Group will also continue its environmental commitment: La Banque Postale, already the first all-round SRI (socially responsible investment) general manager, will be the first financial institution to reach the Paris Agreement 1.5 °C mark. It targets zero net emissions in 2040.

• **Citizen:** "Become a company with a mission whose activity generates a positive impact for society and demonstrates its civic, social and societal responsibility."

La Poste wants to consolidate its position as a benchmark in terms of civic, social and societal responsibility, now recognised by extrafinancial rating agencies such as Vigeo Eiris, which awarded it the best CSR rating ever obtained in 2020 and 2021.

To remain a leader in this area, La Poste must continue to fulfil its public service missions, while adapting them to keep pace with society's expectations and new needs. It is also attentive to fair compensation for the additional costs that these missions entail, in order to guarantee their sustainability.

La Poste has also set itself the goal of continuing to combat the regional divide beyond its public service missions, by relying on the strength of its network to propose, for example, an expanded "France Services" offer, or by supporting social innovation in the regions with a target of 150 partnerships per year by 2025 with social and solidarity-based economy structures.

La Banque Postale, a civic-minded bancassurance company, will maintain its rank as a leading bank with a positive impact, correcting new inequalities, democratising positive impact finance, and financing the energy transition and responsible consumption, dedicating all its banking and insurance business lines to these aims.

Lastly, La Poste will continue its efforts as a responsible employer, to achieve gender equality within the Company, support equal opportunities, and keep disabled people in employment.

• International: "Go beyond its geographical boundaries by capturing international growth."

Through its various subsidiaries, Le Groupe La Poste operates in 48 countries and aims to continue its international development by finding profitable growth drivers and seizing opportunities to diversify.

As a result, the Group has set itself the target of doubling its international revenue by 2030 compared to 2020, through organic as well as external growth and is committed to supporting its customers in their own international development.

The Group aims to be, by 2030, the European leader in urban logistics and one of the top ten global service providers for e-commerce.

La Banque Postale will also develop its net banking income internationally, notably through specialised financing (consumer credit, etc.) and the development of CNP Assurances in Europe and Latin America, but also by expanding into new geographical areas (Africa, etc.).

Lastly, the Docaposte and Mediapost subsidiaries aim to grow outside of France.

• Labour-management agreement "Le pacte social" and managerial culture: "Le Groupe La Poste's strategic plan will strengthen the pride in being a La Poste employee, will present a new labour-management agreement, and a new organisation enabling agility."

To support employees in the future transformations, a draft national employee agreement is being negotiated with the representative trade unions, which includes commitments in terms of quality of life, health and safety at work, forwardlooking human resources, mobility development, digital skills and customer culture.

A new managerial ambition will be implemented to release and unite energies in a culture of excellence to serve our customers and society as a whole.

New forms of employment (permanent contracts for seniors, etc.) and different task-sharing models (face-to-face, remote/ teleworking) will be developed.

A new, more agile organisation will be implemented for the development of the business activities. It is in this context that the cooperation between the Group's business units will be strengthened and that cross-functional business-oriented clubs will be set up in growth markets.

Group acceleration projects will be launched, in line with the Strategic Plan, to give new impetus to five major cross-entity issues and seek additional growth: professional customers, data and artificial intelligence, urban logistics, regional development and young people. The strategic plan will be aligned with the Group's various activities and expressed as business unit transformation plans:

- with regard to Logistics-Mail-Parcels and e-commerce services, the objective is to cover all delivery needs, to adapt the industrial tool to the decline in mail volumes and to the growth in parcel volumes, to continue the modernisation of the historical mail service and to invent responsible e-commerce and capture its growth in all of the Group's business lines;
- La Banque Postale aims to become the preferred bank of the French, close to its customers, impeccable in its quality of service and a leader in terms of societal commitment;
- with regard to proximity services, La Poste will draw on its physical network, augmented by digital solutions, in order to provide solutions to the needs of society in the Silver economy and Health sectors, the environmental and energy transition sector, and regional.

Organisational decisions supporting the new strategic plan

Creation of a new business unit: the Retail Customer and Digital Services business unit

Over the years La Poste has built up a logistics infrastructure to process billions of items and transactions mainly issued by professional customers and public administration.

Today, in a world that is becoming increasingly digital and where the quality of the customer experience is decisive in the relationship between companies and their customers, Le Groupe La Poste has decided as part of its new strategic plan to make in-depth changes to its organisations in order to place the quality of services provided to its individual and professional customers at the very centre of its transformation.

This business unit, which will harness the power of digital technology with La Poste's retail outlet network, will be responsible for:

- developing the retail and business market for the Group;
- pursuing the Group's digital transformation and the development of digital technology as a growth driver;
- coordinating the local coverage of all the Group's retail outlets in France.

This business unit will bring together the La Poste Network, all marketing and sales operations for individual and professional customers and the customer experience through physical and digital channels, to provide an even better service to La Poste's customers. It will also remain responsible for the digital transformation of Le Groupe La Poste and the development of the digital business, essentially carried out by the subsidiary Docaposte.

The Retail Customer and Digital Services business unit will bring together more than 50,000 employees, including 40,000 serving individual and professional customers and more than 10,000 working for the Group's digital transformation and development.

In addition to its key role in distributing and marketing the Group's product and services, the Retail Customer and Digital Services

business unit plays also a pivotal role in the performance of the public service missions such as regional planning and banking accessibility, and contributes to the universal postal service mission.

The improvements in the satisfaction of customers and local elected representatives will therefore be the key indicators of the success of this new organisation structure resulting from the Group's new ten-year strategic plan, "La Poste, committed to you".

Consolidation of international logistics activities through the transfer to GeoPost of Asendia, a specialist in crossborder e-commerce and a joint venture between La Poste and Swiss Post

The merger of Asendia and GeoPost aims to provide better services for our customers, particularly in the field of parcels and international e-commerce.

Asendia, the joint venture founded in 2012 between La Poste and Swiss Post, has become one of the market leaders in the international e-commerce services, and will join the GeoPost business unit.

Asendia has grown significantly since its inception, with revenue exceeding €1.8 billion in 2020.

Asendia was created in 2012 to combine the efforts of La Poste and Swiss Post in international mail and has since expanded into the small goods, parcels and cross-border business mail services from 16 countries in Europe, North America and the Asia/Pacific region, as well as into technology services to connect major global brands to consumers.

Previously attached to the Services-Mail-Parcels business unit, Asendia is joining GeoPost, the International Parcels business unit of Le Groupe La Poste, the leading parcel delivery network in Europe, to develop synergies and step up Le Groupe La Poste's development in logistics and parcel services worldwide, driven by unprecedented growth in e-commerce.

1.3 The business model

To be the first European platform for links and exchanges, human and digital, green and civic, at the service of our customers in their projects and of the society as a whole in its changes.

CHANGES IN SOCIETY

Digital transformation Disruption of business processes, customer relationships, employee work methods **Environmental transitions** Climate change, air quality, conservation of resources and biodiversity, waste management

Transformation of regions General societal movement towards "relocation"

OUR RESOURCES

Human resources

including 18.6% internationally

Over 3,400 processing centres,

including 10,000 in IT professions

preparation and delivery platforms

Over 92,000 vehicles, 27% electric vehicles excluding bicycles and trolleys
Over 11,000 buildings covering the

entire territory, 86% powered by

electricity from renewable sources

-249,000 employees,

Industrial capital

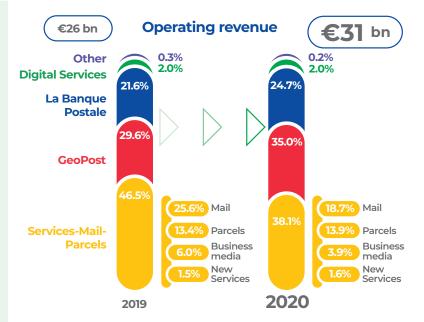
Digital infrastructures

(data/AI)

and hubs

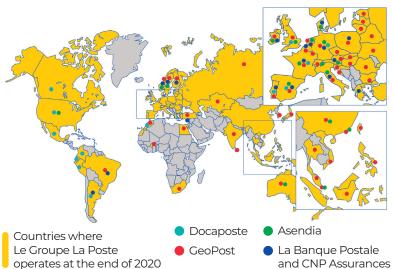
capital

A multi-activity business model



International development

40% of 2020 revenue



Close to 17,000 retail outletsMore than 50,000 pick-up and drop-off

Societal and relationship

- points in Europe —laposte.fr: one of the most visited sites in France, **29 million** unique visitors per month
- Digital identity certified by the French National Cybersecurity Agency (ANSSI)

Financial capital

- Stable and long-term shareholding (100% public capital)
- €18.2 billion in equity
- A/A+ credit rating

Intellectual capital

- Trusted image
- -Brand portfolio
- -Innovation

For further details on the key performance indicators mentioned, see the methodological note on extrafinancial indicators in Appendix 2 of the Universal Registration Document 2020.

CHANGES IN LE GROUPE LA POSTE'S ACTIVITIES

Demographic transition Nearly one quarter of the European population will be over the age of 65 in 2030 Sustained low levels of interest and inflation Significant decrease in mail volumes in connection with digitisation Accelerated growth in parcels driven by the explosion of e-commerce

La Poste 2030, committed to you

Customer: Reinforce the passion to serve customers at the highest level of quality, remain the customer's preferred intermediary and win new customers (professionals, young people, etc.)

Presence: Assert itself as increasingly present, thanks to the combined power of its physical, digital and human networks for development

Digital: Accelerate the digital transformation, develop digital trust services and digital inclusion

Green: Commit as a leading company in the environmental transformation and make it accessible to all

Citizen: Become a company with a mission whose activity creates a positive impact for society, and demonstrate La Poste's civic, social and societal responsibility

International: Go beyond geographical borders by capturing international growth

Labour-management agreement (*Pacte social*) and managerial culture: Strengthen the pride in being a La Poste employee, present a new labour-management agreement and a new organisation enabling agility

4 modernised public service missions



Regional planning



Press transport and delivery



Banking accessibility

OUR VALUE CREATION

For the planet

- -Climate strategy in line with the Paris Agreement (+1.5°C)
- Deployment of low-carbon urban logistics



- -Close to **111,000 tonnes** of materials collected for recycling and reuse
- -Assets under 100% SRI management

For the regions

- -Financing of the local public sector
- **97%** of the population within
 5 km or 20 minutes by car from a retail outlet in Europe
- -**493,000** direct, indirect and induced jobs sustained in France

For our customers

- -18 billion items delivered in 2020
- -**1.5 million** customers benefiting from the banking accessibility mission
- -39 million non-life policyholders and 12 million life policyholders
- -Digital parcel and mail tracking

For our employees

- -94.4% on permanent contracts
- -Gender parity promotion programme
- -80% of employees trained
- -14 national employee agreements and amendments
- -High level of employee commitment

- For our suppliers

For our shareholders and investors

- -Recognised extra-financial performance
- -Commitment to maintain our financial rating

1.4 2020 highlights

HIGH-LEVEL AND SECTOR-SPECIFIC COMMITMENTS

March: Le Groupe La Poste General Shareholders' Meeting, noting the strategic equity alliance of La Poste with Caisse des Dépôts and that of La Banque Postale with CNP Assurances.

September: Launch of the participative approach based on the purpose.

Support for the **second edition of Green Postal Day**, as part of International Post Corporation.

October: Two prizes awarded by PostEurop, that of "Innovation 2020" with the new postal coverage mode of hyper-proximity Place des Services and the "Coup de Cœur RSE" in the social category for access to digital for all.

ISO 18295 certification for Mail customer contact centres for excellence in customer relations (telephone numbers 3631 and 3634 and access by email and post, customer information and claims processing)(11 million calls per year).

ISO 18295 certification and the Human For Client label, for the quality of customer relations and the societal commitment of the La Poste Network customer service (telephone number 3631 and access by email and post, customer information and claims processing).

Deployment of the **new Mail-Parcels claims processing** accessible *via* post offices in 50% of the country (roll-out to 100% of the country is scheduled for the end of March 2021).

November: Inaugural meeting of the Stakeholders Committee.

Signature by Philippe Wahl of the **Tech for Good call** launched by the French President, for more responsible and inclusive technological progress.

1st prize for DPD France **Voted Customer Service of the Year** (ESCDA) in the "mail and parcel delivery" business segment.

December: DPD Czech Republic recognised once again as one of the country's most responsible companies in the Business for Society ranking.

January 2021: Signature of the 1st Responsible Retail and Services manifesto of the *Collectif Génération Responsable*.

3 R Awards for the La Poste Network at the 11th edition of the CSR-Retail awards of *Collectif Génération Responsable*.

DPD UK recognised for the eighth time as best delivery company by the MoneySavingExpert customer satisfaction survey.

February 2021: Presentation by Philippe Wahl of the Group's new strategic plan, "La Poste 2030, committed to you" and the Purpose.

COMMITMENTS ON ENVIRONMENTAL TRANSITIONS

January: DPD UK invested in a **network of** 100% electric micro-depots in London.

Project launched by Poste Immo of the Maison de l'innovation in Nantes with deconstruction and **reuse of materials** from the old building.

Climate-Energy Trophy Award for the deconstruction of the Industrial parcels platform in Nice.

February: La Banque Postale launches the range of Green Loans for corporate customers.

420 new VW eCrafter **electric vans** join the Chronopost France fleet.

Launch of a **100% SRI offering** (Easy Actions Citoyen) in the Easy Vie online life insurance policy. The extrafinancial half-year management report provided to the customer includes monitoring of the positive impact ($via CO_2$ emissions, water consumption, number of hours of employee training and change in headcount indicators).

March: AFNOR issues to La Poste's energy management system ISO 50001 certification for 196 postal buildings.

Geoptis, a subsidiary of La Poste New Services, selected by Airparif for the implementation of an **air quality monitoring and information system in the Greater Paris region Île-de-France.**

April: Publication of the first **allocation and impact report** following the issue of La Banque Postale's green bond of €750 million.

June: DPD Switzerland bets on electrical technology with the **testing of a new electric truck** with the best range in Europe of up to 760 km.

July/August: La Banque Postale AM adopts its **plan to exit thermal coal by 2030** in the European Union and the OECD and by 2040 in the rest of the world.

More than 10% of DPD UK's delivery vehicle fleet (first and last mile) is now electric (700 units).

Deployment by GeoPost of its **air quality measurement programme** in Rotterdam and London.

September: 17 cities are covered by Urby, a subsidiary of the Group and the Banque des Territoires, specialising in first and last mile logistics.

EcolOgic communications campaign, carbon neutrality priority.

Launch of the Renoovo range of office supplies made from recycled materials by Recygo.

Start of work on the Boulazac and Hôtel des Postes sites in Nantes for **two self-consumption solar power plants** (delivery in 2021).

Signature by CNP Assurances of the **Principles for Sustainable Insurance**, already adopted by La Banque Postale since 2012.

Commitment by Philippe Heim during the "Assises de La Banque Citoyenne" to achieve **net zero emissions** (including the financing and investment portfolios) by 2040.

October: Véhiposte test (with Indra) of the recovery of spare parts from end-of-life vehicles.

Chronopost receives a trophy for the most innovative action from EVE (Voluntary Enterprises for the Environment) for the **100% clean delivery in Paris** and the **introduction of Chrono-city**.

Launch of a bike-sharing offer.

Launch of BPE Patrimoine & Forêts, a **forestry investment group**, serving sustainable development.

SEUR adds more than 80 **low emission vehicles** to its delivery fleet. Chronopost rolls out 100% green deliveries in 16 new cities in France (in addition to Paris).

November: Publication of the 2nd impact report following the issuance of Le Groupe La Poste **green bond** of €500 million.

Inaugural meeting of the **Energy and Environmental Transition Advisory Board**.

December: 100% of eligible funds SRI certified at LBP AM

30th Startway site (**coworking** operator) opened.

21st **CO**₂ **capture project** since 2015 and the preservation of natural ecosystems over more than 155 hectares in France.

Innovative solution at DPD Ireland for **last mile deliveries**, using a bus accompanied by ten electric cargo bikes.

Stuart deploys more than 100 **electric trailers** of the start-up K'Ryole for its bicycle deliveries in the Greater Paris region.

January 2021: R-Awards of the Collectif Génération Responsable for action by the Network on energy transition and optimisation and on the management of the circular economy of printer cartridges.

Partnership with the GoodPlanet Foundation to raise awareness among employees and the French people about sustainable development (financial support for six agroforestry projects with Action Carbone Solidaire).

DPD Netherlands deploys 100 new electric vehicles in the delivery fleet in Amsterdam and Haarlem.

New urban depot in Berlin and two new ONO cargo bikes for DPD Germany.

DPD Estonia, $\mathbf{1}^{st}$ delivery company to use electric vehicles.

ETHICAL AND INCLUSIVE DIGITAL COMMITMENTS

January: Certification by the French National Cybersecurity Agency (Agence nationale de la sécurité des systèmes d'information) of La Poste's digital identity policy at the substantial level of the European eIADS Regulation.

 May/June: Docaposte, founding member of the European sovereign cloud Gaia-X (secure and sovereign data infrastructure project).

July/August: Tech'Care initiative supported by the Group to reduce the environmental impact of digital technology.

October: Deployment of CRM Score.

Implementation of the new **improved claims processing** for 100% of LP establishments in France and 50% of offices (full roll-out in February/March 2021).

November: La Poste Mobile, **leading ethical operator**, ranked once again by moralscore. org as the most ethical mobile operator.

Three Spheres Symposium (medical, medico-social and family) and creation by Docaposte of a think tank associated with this theme aiming to bring these three environments together, in particular with the help of digital technologies.

January 2021: R-Award of the *Collectif Génération Responsable* awarded to the Network for the **detection and training of customers far from digital technologies**.

COMMITMENTS IN TERMS OF SOCIAL AND TERRITORIAL COHESION

January: DPD Poland partnership with Polish food banks to provide them with logistical support.

February: Signature of the 5th local postal coverage agreement for the 2020-2022 period, between La Poste, the French state and the Association of French Mayors and Inter-municipal Chairmen.

Pascale Ghio, Chief Executive Officer of **Nouvelle Attitude**, recognised at the National Assembly for **action to promote integration through employment**.

March: Collaboration of SEUR with the Spanish Foundation ONCE to foster the integration of people with visual disabilities.

May: Launch of the **short-format skills sponsorship system** in the Network with the "tremplins" operation in partnership with Unis-Cité to support young people within the national youth service scheme.

July/August: Acquisition of microDON by KissKissBankBank, the subsidiary of La Banque Postale. microDON is a socially useful company that encourages donations, by rounding up payments in shops or by donating time, to associations of general interest.

September: Preparation and dissemination of the **new Dynamic Alliance Charter** on Dynamic Alliance Day.

October: Launch by Poste Immo of the project to transform **11 buildings into serviced residences for seniors** in the heart of cities.

2020 Innovation Award for the new mode of postal coverage at *Place des Services* at the PostEurop Plenary Meeting.

SOCIAL COMMITMENTS

January: Signature of the agreement to roll out the "100% health" reform.

February: For the second consecutive year La Poste has published the gender **equality index**, which has reached 94/100.

March: Regular and ongoing social dialogue on the implementation of health measures to prevent risks related to Covid-19 and ensure continuity of service to customers. Payment of an exceptional bonus in favour of purchasing power.

May: 1st national agreement guaranteeing full compensation for employees placed on partial employment.

July/August: 5th unanimous agreement on the La Poste **social housing policy** for 2020-2022, with new offers (thermal renovation work, adaptation of housing to PRM standards, modification of the family structure, etc.).

Payment of **a "Covid" bonus** to operational employees to thank them for their commitment during the first lockdown.

September: Signature of an amendment to the **Perco agreement (collective retirement savings plan)** to be replaced, from October 2020, by PERCOL (collective company retirement savings plan).

October: 3rd **common engagement barometer** sent for the first time to Group level, intended to measure employees' feelings about the quality of life at work and their commitment.

November: Provision to staff of the **Click'RH chatbot** (online answer to questions on HR topics), as part of the simplification of administrative procedures.

European Week for the Employment of Disabled People, deployed within the Network by Disability diversity officers.

December: Elections of **seven employee representatives** to the Group's Board of Directors.

Commitment to the **#StOpE initiative**, to combat "ordinary" sexism in companies.

February 2021: Le Groupe La Poste has committed to offering 8,000 solutions to young people as part of the **"one young person/one solution"** plan.

March 2021: Philippe Wahl committed to gender equality, alongside 41 managers of major companies.

1.5 2020, a year marked by the health crisis

Faced with the challenge of the health crisis, all of the Group's business lines, business units and entities took action, in line with the Group's values and missions. Innovative solutions⁽¹⁾ were provided in response to stakeholders' expectations.

Adapting offices to be able to provide essential services

Faced with the application of unprecedented lockdown measures, La Poste had to change its organisation to refocus on a core of priority services, in strict compliance with the health guidelines issued by the government. Significant challenges were thus met, enabling the Group to ensure:

- customer information (posting of opening days, opening hours and services provided in open offices, open retail outlets near closed offices, etc.);
- service accessibility by prioritising essential services such as cash withdrawals at the counter and at ATMs, mail pick-up (mail, parcels, Chronopost), postage, etc.;
- the payment of social benefits for 1.2 million benefit customers (in particular in April when only 1,850 post offices were open);
- access to cash, thanks to the increase in the withdrawal limit for bank cards and the payment facilities;
- adaptation of retail outlets with the introduction of "drives" for the delivery of items on hold in retail customer outlets and in certain distribution centres and the setting up of "temporary retail outlets" in certain tourist municipalities.

Caring for our employees and enabling them to mobilise during this crisis

The commitment of employees has enabled the Group to ensure the continuity of the postal service, to cope both with the sudden drop in mail volumes and the explosion in parcel volumes. In this difficult context, the Group, attentive to the health of its employees, implemented:

- remote working rapidly and on a massive scale for 40,000 of its 250,000 employees (compared to 5,000 normally);
- a support system, with more than 830 employees to support teams in the field and more than 2,700 missions carried out to improve customer service;
- seven agreements to maintain salary levels of employees locked down between April 2020 and January 2021.

A NEED POSTAL SERVICES REAFFIRMED BY OUR CUSTOMERS

The crisis has confirmed the importance and essential nature of Le Groupe La Poste's coverage, proximity and services for French people. In the midst of the crisis, La Poste was one of the three most useful brands⁽²⁾ outside the food sector.

Supporting local economic players

La Poste provides support to its professional customers (hotels, cafes and restaurants, booksellers, pharmacists and other retailers) for **the shipment of goods**. Development of deliveries of catering meals "Les Petits Plats portés", helping local merchants to digitise their business and delivery to their customers thanks to the platform "Ma Ville Mon Shopping" available to local authorities and local business are some examples.

In support of the economy and alongside the public authorities, La Banque Postale has accelerated the processing of certain **short-term financing needs** and deployed solutions to alleviate the **cash flow** problems of local authorities, hospitals and health associations.

The items below do not represent all of the achievements of the year. For more information, see Section 5.1.1 Key highlights of Le Groupe La Poste's Universal registration document on page 230 to 248.
 CSA study (classification outside the food sector).

PROFILE AND STRATEGY OF LE GROUPE LA POSTE 2020, A YEAR MARKED BY THE HEALTH CRISIS

Supporting the healthcare system, caregivers and patients

Many Group entities have actively contributed to:

- the delivery and provision of personal protective equipment (masks and gel). GeoPost airlift from its subsidiary in China, protective equipment delivered by Chronopost to the *Solidarité Soignants* association, establishment of a platform for the sale of masks for VSEs and SMEs, ventilators by the subsidiary Asten Santé to name only a few actions;
- medical monitoring via the COVIDOM application, developed by Nouveal e-santé and AP-HP (more than 700,000 patients remotely monitored, one of the largest experiments of this type in the world) and the launch of www.maladiecoronavirus.com in March 2020, which made it possible to reduce call traffic congestion to the "15" emergency number;
- Research through donations and skills-based volunteering (Institut Pasteur, the Hôpitaux de Paris - Hôpitaux de France Foundation programme).



Leveraging our digital know-how

The **website www.laposte.fr** has established itself as one of the main digital hubs in the country, with 35.5 million unique visitors in April. La Poste has been able to develop its offers: the letter, registered mail and the online stamp; the sending of parcels from personal letterboxes, which accounted for up to 50% of volumes compared to 25% previously; a package of "Watch over my Parents" services with meals, cash, medication, teleconsultation and insurance, to meet the needs of seniors as well as caregivers.

Faced with the digitisation of trade, the Group has actively supported the development of **new inclusive services**, such as the free application Digischool, for training in digital uses.

In addition to inclusive digital solutions, the Group has mobilised and combined the digital and the human to "cross the last few metres" of inclusion, through **the "Devoirs à la maison" (homework) project**, in partnership with the French Ministry of Education. This unprecedented mobilisation made it possible to send 290,000 assignments to more than 50,000 digitally disconnected students, *i.e.* living in a white zone, or without an Internet connection or connected computer equipment.



During the first lockdown, Le Groupe La Poste **provided many services free of charge**:

- the support platform for local traders (Ma Ville Mon Shopping);
- the home visit service for the elderly by the postman "Watch Over My Parents";
- additional connections for seniors equipped with the Ardoiz tablet, additional data in caregivers' flat-rate Internet services;
- delivery of connection tools to pupils and students excluded from digital services for the "Emergency Connection" operation of Emmaüs Connect and Break Poverty.

KissKissBankBank, together with Ulule, the APHP and the French Red Cross, have set up an initiative to deliver food baskets to caregivers, elderly and isolated people, people in extreme poverty and homeless people: **#PaniersSolidaires**(Charity Basket)

Hospitals in the East received the support of Asten Santé, a subsidiary of Le Groupe La Poste, with the provision of materials, primarily for nutrition and breathing. Asten Santé Est has provided oxygen to 500 patients at home and 300 in nursing homes and provided 550 equipment items to establishments.

La Banque Postale and Le Groupe La Poste also took part in the fundraiser organised in early April by the YouTubers, McFly and Carlito, for the benefit of the **Paris Hospitals – Hospitals of France Foundation**, which raised more than \notin 400,000 in just 12 hours.

Numerous donations and contributions in support of **solidarity operations** include the donation of €100 thousand from CNP to student associations, the maintained Téléthon and *Pièces Jaunes* campaigns, the "Stronger together" campaign on KissKissBankBank (KKBB) and Gooded.

Exceptional solidarity measures for La Banque Postale and CNP policyholders have benefitted more than 400,000 customers.

1.6 Governance of the Group

All of Le Groupe La Poste's corporate governance bodies are described in detail in Le Groupe La Poste's Universal registration document⁽¹⁾. The processes that place environmental and societal issues at the heart of their concerns are outlined below.

COMPOSITION, ROLES AND RESPONSIBILITIES OF GOVERNANCE BODIES

The Board of Directors of Le Groupe La Poste is chaired by Philippe Wahl, the Group's Chairman and Chief Executive Officer.



It is composed of 21 members and three non-voting members⁽³⁾ and allows a broad representation of interests with:

- 1 representative of the French state (Mr Sarrazin);
- 2 members proposed by the French state and appointed by the General Shareholders' Meeting (Mr Wahl and Mr Gervais);
- 11 representatives of Caisse des Dépôts (Ms Chapron-du Jeu, Ms Mayenobe, Ms Lejbowicz, Ms Malrieu, Ms Bailliencourt, Ms Waysand and Mr Lombard, Mr Mareuse, Mr Sichel, Mr Saintoyant, Mr Lemoine);
- 7 representatives elected by the personnel;
- the non-voting members are the two representatives of the municipalities and groups of municipalities (Ms Le Brun and Mr Gnabaly) and the representative of the users (Ms Duriez).

The variety of profiles, experiences and skills ensures the link with the challenges set out in the new strategic plan.

Five Board Committees

Audit Committee	Strategy and Investment	Appointments,	Quality and Sustainable	Public Service Mission
composed of five	Committee	Compensation and	Development Committee	Committee
members met six times in 2020 with an attendance rate of 83%	composed of nine members (ten in 2021), it met four times in 2020 with an attendance rate of 77%	Governance Committee composed of four members, it met twice in 2020 with an attendance rate of 87.5%	composed of seven members (including one non-voting member), it met three times in 2020 with an attendance rate of 89.5%	composed of six members in 2020 (including six non- voting members, seven members in 2021), it met five times in 2020 with an attendance rate of 100%

The Quality and Sustainable Development Committee (CQDD),

chaired by Marie-Pierre de Bailliencourt is a committee responsible for making recommendations to the Board of Directors in order to prepare its work. The CODD ensures that social and environmental challenges are treated consistently in the Group's strategy, and assists the Board of Directors in analysing: 03.0 %

- the quality of services to customers;
- customer satisfaction;
- best practice in the services provided to customers;
- best practice in terms of sustainable development and corporate social responsibility;
- the well-being of those working at La Poste as well as best practices in this regard.

- (2) 42.9% of seats excluding trade union representatives, as specified in the Copé-Zimmermann Act.
- (3) Non-voting members only have an advisory vote.

⁽¹⁾ They are described in detail in Section 4 of Le Groupe La Poste's 2020 Universal registration document.

In 2020, at three Board of Directors' meetings, the members of the Committee developed the following topics:

- the quality of mail and parcel delivery and the ways and means to maintain this quality during the coronavirus crisis;
- feedback from experiments and the roll-out of the system to improve the short-loop processing of customer complaints, which has been rolled out throughout the country;
- the Group's CSR policy;
- the ombudsman's annual report.

The Public Service Mission Committee, chaired by Franck Gervais, was created in March 2020 with the task of preparing the work of the Board of Directors and making recommendations to it on La Poste's public service missions, as defined by law and specified in the Public Service Agreement mentioned above. Once a year, the Committee reviews the performance of each of the four public service missions. It is informed by La Poste's Executive Management of the adequacy between the resources implemented by the Company, the compensation allocated to it for said missions

Calculating the composite index

Calculated since 2017, the extrafinancial composite rating index reflects the Group's societal and environmental performance and represents 5% of the Chairman and Chief Executive Officer's targets. It takes into account the ratings of several organisations: two extrafinancial – ISS rating agencies, ISS-ESG and Vigeo Eiris; the International Post Corporation, an industry body; the CDP, specialising in carbon performance assessment and consulting; EcoVadis, which rates suppliers. The composite index is calculated out of 100 points and corresponds to the arithmetic average of the five most recent ratings. It is therefore

The Stakeholders Committee was implemented in accordance with the binding protocol signed by the French state, Caisse des Dépôts, La Poste and La Banque Postale on 31 July 2019. This Committee is not a Board Committee. It is part of the transformation of La Poste into a company with a mission and is intended to fulfil the role of Mission Committee in charge of monitoring the mission and commitments, as provided for by the Pacte Act. and the expected results in this area. The Committee also oversees the implementation of La Poste's "voluntary civic commitments".

Monitoring of CSR performance by the Executive Committee is carried out in different settings:

- management of the strategic plan: the Executive Committee carried out an assessment of the previous strategic plan, including the review of the environmental objectives for 2020. The Executive Committee also worked on and defined the orientations and objectives of the new strategic plan for 2030;
- the Chairman and Chief Executive Officer's monthly dashboard;
- monitoring carried out by each business unit as part of their monitoring of CSR results;
- economic, social and environmental impacts are analysed as part of the assessment of all projects considered as significant in terms of the amounts or the issues involved;
- in the Chairman's roadmap, which includes the composite index for monitoring extrafinancial ratings.

computed based on of the ratings known on 31 December of each year. The Group's composite index was 76 points out of 100 in January 2021.

Refocused on three agencies from 2021 (Vigeo Eiris, EcoVadis and CDP), this indicator, set at 80.5 in January 2021, is one of the objectives of the new strategic plan which aims to reinforce Le Groupe La Poste's position as a benchmark in terms of civic, social and societal responsibility.

The Stakeholders Committee met for the first time on 23 November 2020. It is made up of 17 members, eight of whom are from the Board of Directors of Le Groupe La Poste and nine qualified external persons.

Members from the Board of Directors	Qualified external persons
Philippe Wahl, Chairman and Chief Executive Officer of Le Groupe La Poste, Franck Gervais, representative of the French state, Catherine Mayenobe, General Secretary of the Caisse des Dépôts group, Agnès Le Brun, Mayor of Morlaix, Martine Duriez, representative of the Federation of Rural Families,	Qualified external personsLoïc Blondiaux, political scientist, Claudia Senik, economist, Nathalie Bala, Chairwoman and Chief Executive Officer of La Redoute, Jacques Levy, geographer, Marie Trellu-Kane, member of the CESE, Chairwoman of Unis-Cité, Laeticia Puyfaucher, founder of Pelham Media Ltd, Géraud Guibert, Chairman of the Fabrique écologique, Senior Advisor to
Mohamed Gnabaly, entrepreneur and mayor of Île-Saint-Denis,	the Court of Auditors,
	the Court of Auditors,
Stéphane Chevet, employee director,	two additional qualified individuals, not yet appointed.
Franck Haspot, employee director.	

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The Mandarine Committee is responsible for managing areas of strategic cooperation between La Poste and CDC.

Six areas of strategic equity alliance between La Poste and Caisse des Dépôts

REGIONAL DIVIDE

Expanding the network of Maisons de Services au Public (public service areas)

PUBLIC FINANCIAL GROUP Representing the general interest and meeting the needs of local authorities and companies

URBAN LOGISTICS

Accelerating the implementation of last-mile delivery solutions using green modes of transport

DIGITAL TRANSFORMATION OF REGIONS

Improving the efficiency of public services and fighting against digital exclusion

ENVIRONMENTAL AND ENERGY TRANSITION

Being an exemplary player and a provider of offers at the service of environmental and energy transition

SILVER ECONOMY

Meeting the challenges of demographic change and ageing

THE PRINCIPLE OF DIVERSITY

Eleven members of La Poste's Board of Directors are women. They occupy 52% of the seats on the Board of Directors and 42.9% of the seats, excluding, as specified in the Copé-Zimmermann Act, representatives of trade unions.

Percentage of women in governance bodies	2019 and until 4 March 2020	From 4 March 2020 ^(a)	From 27 January 2021
Board of Directors (directors, excluding non-voting members) $^{\!$	50%	50%	42.9%
Quality and Sustainable Development Committee	71.4%	66.6%	71.4% ^(c)
Public Service Mission Committee	not created	50%	57.1% ^(d)
Appointments, Compensation and Governance Committee	0%	20%	25%
Audit Committee	50%	40%	20%
Strategy and Investment Committee	25%	33.3% ^(e)	60%
Executive Committee	30%	30%	22.2%
Note: percentage of women in the Group	52.4%	52.5%	52.5%

(a) Before the resignation of Ms Fernandes on 27 January 2021.

(b) Excluding employee representatives (in accordance with the Copé Zimmerman Act).

(c) Calculated including one non-voting member.

(d) Calculated by including non-voting members (two women and one man).

(e) Before the resignation of Ms Fernandes.

Thanks to a proactive policy that has long been committed to gender equality in the workplace, the results have been steadily increasing: La Poste now has 52.5% of women in its workforce, and 51% of women among its managers, with an **equality index**⁽¹⁾ **for 2020 of 94/100**. The Group wants to go further to achieve gender parity at all levels of functions, and has thus committed to increasing the proportion of women to 45% of the senior management population by 2022 and to 40% within the population of strategic and senior executives.

Un.e is the network dedicated to all Group employees, women and men, managers and non-managers. It brings together those who are committed to advancing gender equality at all levels of the Company. It is both a "physical" network, with regular meetings throughout France thanks to a community of ambassadors, to lead and engage in collective discussions, and a "virtual" network, thanks to the dedicated Intranet site.

The index consists of a main indicator intended to measure existing pay gaps and four additional indicators (promotions, pay raises, maternity leave and the ten highest paid).

COMPENSATION OF THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER⁽¹⁾ AND MEMBERS OF THE EXECUTIVE COMMITTEE

La Poste currently has just one executive corporate officer – its Chairman and Chief Executive Officer, Philippe Wahl. He has held this position since 26 September 2013. His compensation, which is entirely fixed, complies with the ceiling applicable to public sector companies (€450,000 *per annum*). The compensation of the members of La Banque Postale's Management Board also complies with this ceiling.

The ratio of the Chairman and Chief Executive Officer's gross annual compensation to the average gross annual salary of La Poste employees⁽²⁾ was 14.3 (-0.2 points vs 2019).

The ratio of the Chairman and Chief Executive Officer's gross annual compensation to the median gross annual salary of La Poste employees⁽²⁾ was 17.1 (-0.1 point vs 2019).

Achievement of the Chairman's roadmap is also used to calculate the variable compensation amounting to:

- 25% of the variable portion for the members of the Executive Committee, with the exception of the Chairman and Chief Executive Officer and the Chairman of the Management Board of La Banque Postale;
- 10% for other senior Group executives.

After deliberation by the Board of Directors on 4 August 2020, this roadmap for 2020 covers:

- traditional economic and social indicators, for 50%;
- the Group's adaptation in times of crisis, assessed qualitatively for 50%, on the following seven themes:
 - protection of customers and employees,
 - continuity of service,
 - innovative capacity in the face of the crisis,
 - guality of social management,
 - guality of financial management,
 - communication management,
 - sustainable development.

For 2020 and to take into account the health crisis, the Quality and Sustainable Development Committee has added a qualitative approach to the quantitative approach of previous years.

The quantitative approach assesses performance by:

- the measurement of customer satisfaction at post office exits and the customer recommendation rate (net promoter score – NPS) of the Services-Mail-Parcels business unit;
- the composite extrafinancial ratings index.

The qualitative approach assesses the Group's adaptation to the period of health crisis through the mobilisation of teams and its perception by customers.

The compensation paid to all other members of the Group's Executive Committee, with the exception of Executive Vice President Chairman of the La Banque Postale's Management Board, has a variable component.

All Group managers, including team leaders, have a range of economic, social and customer satisfaction objectives on their roadmap. Setting goals to improve quality of life at work is mandatory since 2014.

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

The integration of the multiple challenges of the Group's transformation and of the changes in its environment into managerial practices is based on performance and compensation assessment criteria, including:

- integration of a CSR criterion in employee incentive-based pay at La Poste and at La Banque Postale. In 2020, the weighting of the CSR criterion conditioning La Banque Postale's profit-sharing was increased from 20% to 25%;
- action by members of the Executive Committee and senior executives in particular on a composite indicator covering a range of extrafinancial ratings;
- integration of objectives relating to quality of life at work in the individual performance management process. Achievement of these indicators carries a one-third weighting in the individual variable component of employees' compensation. Furthermore, CSR objectives other than quality of life at work are set for managers as soon as their roles lend themselves.

(2) Employees and civil servants of La Poste S.A.

⁽¹⁾ For further information, please refer to Section 4.3 (Compensation and benefits) of the 2020 Universal registration document (page 225).

1.7 Business ethics and compliance

In a context of the increased demand from society for more transparency, responsibility and proximity, Le Groupe La Poste operates on competitive markets everywhere in Europe and worldwide. Taking a broader view than just a moral issue and in view of the responsibilities that come with its size, La Poste places ethics and professional conduct at the heart of everything it does. Le Groupe La Poste's ethics are embodied in its values and inform how it conducts its business day to day. When joining the Company, each La Poste employee takes an oath to "fulfil the duties entrusted to him/her with awareness, honesty and integrity". The challenge is to keep this cultural base and values active. This is one of the reasons why Le Groupe La Poste has chosen to entrust responsibility for the corruption prevention plan to the Ethics Department, with the support of La Poste Solutions Juridiques.

1.7.1 ETHICS AND PROFESSIONAL CONDUCT SYSTEM

The initiative is backed by a set of guidelines.

External guidelines	Group internal guidelines	Entity internal guidelines
 United Nations Global Compact Sustainable development goals of the United Nations Universal Declaration of Human Rights OECD Guidelines Conventions of the International Labour Organisation (ILO) Recommendations from the Agence Française Anticorruption 	 Oath taken by all Group employees Ethics and Anti-Corruption Code Internal Rules of Procedure Gifts and Invitations policy Conflict of Interest policy Representation of Interests Charter Ethics guide for employees elected to perform a representative role Ethical and Responsible Purchasing Charter Financial Ethics Charter (insider trading) Data Charter 	 GeoPost Code of Business Conduct La Banque Postale Code of Ethics Poste Immo's Ethics Charter La Banque Postale's Responsible Financing and Investment Charter

Governance

Ethics and professional conduct are deeply rooted in the history of Le Groupe La Poste; employees have had to take an oath since 1790. Trust, which is at the heart of the Group's local activities, is now based on an Ethics and Anti-Corruption Code, incorporated into the Internal Rules of Procedure, which sets out all the rules of individual and collective conduct.

Since 2011, the Group has strengthened its governance by creating an Ethics Department. It reports to the Group Executive Vice President and General Secretary, member of the Executive Committee.

The Ethics Department is represented within the business units and subsidiaries by ethics and anti-corruption officers, who, since December 2018, have reported to the Group ethics officer. In order to coordinate this network, an Ethics and Anti-Corruption Steering Committee meets every month. It is chaired by the Group's ethics officer. It is a forum for co-constructing the various policies, sharing the same principles, and standardising practices, tools and procedures. It also monitors the Group's anti-corruption system. A network of ambassadors spread across the country supports awareness-raising and local operational communication. Each month, a meeting is dedicated to them and communication tools are provided.

Several bodies at the highest level of the Company examine and validate the ethics and professional conduct approach:

- the Quality and Sustainable Development Committee of the Board of Directors examines the strategic directions and progress on the work of the Ethics Department once a year;
- the Audit Committee of the Board of Directors reviews the progress of the corruption prevention plan as well as the Group's risk mapping, which includes corruption risks, once a year;
- the Group's Executive Committee monitors major and operational risks and assesses the progress of risk management plans, including the anti-corruption plan;
- the Ethics Committee, chaired by the Group's Executive Vice President and General Secretary, is responsible for validating the progress of the Group's ethics and anti-corruption approach. It meets twice a year.

Whistleblowing procedure

Since 2011, a whistleblowing system has enabled employees to ask questions about ethics or professional conduct or to report breaches of the Ethics and Anti-Corruption Code or breaches of the Group's charters (purchasing, interest representation, etc.). This system, with a single address, accessible 24 hours a day, seven days a week, on the Internet and provided by an external partner, WhistleB, preserves the confidentiality of whistleblowers and increases the level of security and accessibility. It is deployed in the following scope: La Poste SA (Poste headquarters, its Services-Mail-Parcels business unit, Network, Digital Services business units and their subsidiaries, some of which are abroad), La Banque Postale and its subsidiaries, La Poste Télécom, Poste Immo and GeoPost SA.

The processing of alerts is carried out by the ethics officers who have been authorised after training. They undertake to follow the alert handling process formalised in a guide. If the whistleblowing

Promoting the ethical culture to all employees

Aware of the need to inform all employees of its policy, rules and related procedures, the Ethics Department draws up an internal communication plan each year, with the support of the Group Communications Department. The new ethics and anti-corruption code of conduct was promoted in 2019, while in 2020 the focus was on the ethics whistleblowing system (extended to 2021).

All communication tools are designed to be deployed by the business units and subsidiaries, with possible adaptation by the entities. The network of ambassadors of around 70 people across the country acts as a local communication relay as well as a network of ethics officers and anti-corruption officers.

In addition, each new policy and its associated procedures are the subject of a communication kit comprising the following elements: a policy note for managers, an educational guide for ethics officers, anti-corruption officers, ambassadors, a pocket memo for all employees and presentation material including videos, quizzes, etc. These kits are rolled out by the Ethics Department and are supported by the ethics officers and anti-corruption officers and their Communications Departments. *Espaces-Temps Communication* (ETC) are organised in the entities where managers communicate with their teams using presentation materials. does not fall within the competence of the ethics officer, he or she may call on the services of leading experts.

Employees who have activated the whistleblowing system benefit from the protection of whistleblowers in compliance with the Sapin 2 Act.

With regard to the duty of vigilance, a specific interface for WhistleB was opened in 2019 to external stakeholders (suppliers, service providers and subcontractors). These reports are processed by the Purchasing Department which may request input from experts within the departments or operational entities. From now on, when registering on the Group's supplier portal, each service provider undertakes to comply with the Group's policies by signing the "Ethical and Responsible Purchasing Charter" and to inform its employees of the regulatory obligations under the terms of the duty of vigilance.

Internal communication is also based on the following tools:

- the national internal magazine *Forum*, its regional version (*Forum en Région*) and its online version accessible to all Group employees;
- internal signage;
- the myetic mobile app for smartphones enables Group employees to learn about and train on ethics and anti-corruption. In September 2020, it received the first ECEC Award (European Compliance & Ethics Conference). This award recognised the importance of La Poste's action in raising awareness among all employees of the Company's ethical principles and values.

Every year since 2015, Ethics Communication Meetings (*Espaces-Temps Communication – ETC*) have been held (formerly Ethics Day). This is an event dedicated to employees to raise their awareness of ethics and anti-corruption issues, with presentations by the Group's Chairman and Chief Executive Officer and the Group's Executive Vice President, Group Secretary. The sixth edition scheduled for November 2020 was postponed to a later date due to the health crisis.

For the past nine years, the results of this awareness-raising and communication system have been measured through the deployment of an annual ethical climate barometer. The results of this approach include the following:

- 71,529 La Poste SA employees took part in a presentation by their manager on ethics and anti-corruption issues during the "Ethics and Anti-corruption" ETC held between March 2019 and the end of 2020;
- in 2020, 9,496 La Poste SA employees visited the myetic app for a total of 21,995 sessions.



Le Groupe La Poste is one of very few companies in France to measure employees' awareness levels of ethics and professional conduct matters. The ninth annual ethical climate barometer was conducted in early 2021 by the IPSOS institute. For the first time, it was administered online. 2,312 employees expressed their views, compared with 604 in 2019. 69% of employees were made aware of ethics or compliance in the last 12 months; 84% of employees would be ready to issue an alert if they saw an ethical problem.

Indicators relating to the whistleblowing procedure

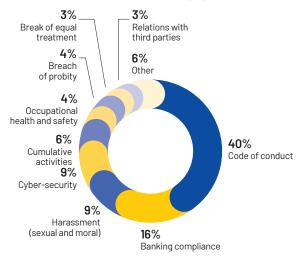
	2020	2019	2018
Number of alerts ^(a) received by			
Le Groupe La Poste ^(b)	208 ^(c)	29	39
Rate of confidence in			
the Company to provide			
protection if the system is			
used (among respondents)	78%	70%	74%

(a) The number of alerts corresponds to all alerts, solicitations and requests for advice.

(b) The significant increase is due to the enlarged scope, including La Poste SA and its subsidiaries, La Banque Postale, La Poste Télécom, Poste Immo and GeoPost SA.

(c) For the same scope (Head office item), the number of alerts in 2020 was 14 compared to 29 in 2019.

Breakdown of reports received by type



1.7.2 THE CORRUPTION AND INFLUENCE-PEDDLING PREVENTION PROGRAMME

The prevention of corruption is today a guarantee of good business conduct. With the new regulatory obligations resulting from the Sapin 2 Act of 9 December 2016, the Group has endeavoured to supplement its existing system by implementing the corruption risk prevention plan provided for by this act. The executive body reaffirmed its commitment to the three principles of the corruption prevention policy: Zero tolerance, Everyone committed, Everyone vigilant.

Le Groupe La Poste's policy of preventing and combating corruption, conducted by the Ethics Department, in co-management with La Poste Solutions Juridiques, has historically been a continuation of its business ethics policy. In 2015, the Group laid the foundations of its system, such as the definition of a Gifts and Invitations policy or the Interest Representation Charter.

In 2016, as part of the French National Assembly's work on the Sapin 2 Act, Le Groupe La Poste's governing body immediately committed itself. Its Chairman and Chief Executive Officer, Philippe Wahl was personally involved by sending a letter to each of the Group's Chief Executive Officers reaffirming the zero tolerance policy towards corruption and requesting the strengthening of the compliance programme.

The Group's ethics officer was appointed "Corruption Prevention Officer" and committed to rolling out the corruption prevention plan in July 2016. Anti-corruption officers have been appointed within the business units and subsidiaries. Initial works focused on the adoption of an Anti-Corruption Code, the preparation of an initial risk mapping, training and awareness-raising campaigns for employees, notably on the whistleblowing system.

In 2018, a significant diagnostic work was carried out on the corruption and influence-peddling prevention system. It enabled a precise assessment of the level of compliance of the corruption prevention plan for the scope of La Poste SA, as well as for the activities of La Banque Postale and GeoPost.

In 2019 and 2020, the corruption risk prevention system was strengthened. The work focused on the following pillars:

- renewal of the commitment of the governing body in 2019: all members of the Executive Committee of Le Groupe La Poste reaffirmed their commitment to make every effort to deploy the anti-corruption compliance programme in an efficient manner within their respective entities;
- Ethics and Anti-corruption Code: the Code of Ethics and the Anti-Corruption Code have been consolidated into a single document entitled "Ethics and Anti-Corruption Code". It was appended to the Internal Rules of Procedure on 15 February 2019, the update of which was widely communicated to all Group employees. It defines prohibited behaviours (corruption, influence-peddling, favouritism, misappropriation, facilitation payments) and possible but regulated situations and behaviours (conflicts of interest, gifts and invitations, philanthropy and sponsorship, lobbying). It applies to the entire scope of La Poste SA, including its French and foreign subsidiaries;

- **Gifts and Invitations Policy:** the first version, which dated from 2015, has been revised in 2020 for better completeness, the adoption of more restrictive thresholds (with the maintenance of information or the request for authorisation to the manager according to the thresholds) as well as new prohibitions. It applies to the entire scope of La Poste SA, including its French and foreign subsidiaries;
- drafting of a Conflict of Interest Policy: it is in line with the Ethics and Anti-corruption Code, the Internal Rules of Procedure and the 2016 Act on the Code of Ethics applicable to civil servants. Based on the principles of transparency and fairness, this policy is based on an educational approach that is easily applicable. Three steps allow employees to consider a possible conflict of interest: identification of the conflict of interest, declaration of the conflict to their manager, management of the situation by means of a remedial measure (offset, etc.);
- corruption risk mapping including the last consolidated update in 2018. A methodology for identifying and rating risks was developed in collaboration with the Group's Risk Department and La Poste Solutions Juridiques. The exercise of risk mapping corruption and influence-peddling was carried out by La Poste SA (including head office), its Services-Mail-Parcels business units (including subsidiaries), the Network, the GeoPost group (including its subsidiaries in France and abroad), La Poste Telecom and La Banque Postale (including its subsidiaries). Coordination and management were carried out by the Ethics Department to support the entities. The Group's corruption risk mapping was presented and validated by each Executive Committee member and then presented to the Group Audit Committee in September 2020;
- accounting procedures: an accounting control framework for anti-corruption has been drawn up. It is based, on the one hand, on the Agence Française Anticorruption's recommendations on sensitive transactions and, on the other hand, on existing controls that may help detect corruption. This control framework was supplemented with the integration of the risks identified in the mapping for 2020;
- the control system: each year, a self-assessment campaign is rolled out, including a questionnaire specific to the fight against corruption. This approach is part of the coordination of a network of risk and internal control officers who contribute - within their respective scopes – to the deployment of the corruption prevention plan. The self-assessment provides visibility on the levels of deployment of the system. Subsequently, the results are shared and are subject to a second-level control protocol, which may be supplemented by documentary checks or additional requests. Third-level controls or internal audits are carried out by the Group's Audit Department, with an assessment mission in 2019 for the Poste Immo subsidiary and another in 2020 for the Digital Services business unit. Lastly, since 2020, La Poste SA's corruption prevention plan has been part of the permanent control system of its main shareholder, La Caisse des Dépôts et Consignations:
- **training**: since 2019, two e-learning modules on corruption prevention and dedicated to all employees have been deployed:

one by La Poste SA and the other by La Banque Postale. In total, at the end of 2020, 48,498 employees took part in these two training courses. In 2020, training continued for all of La Poste's lawyers in order to make them anti-corruption compliance players as well as training for the new anti-corruption officers. In 2021, there will be additional training for interest representatives and an e-learning module on the Conflicts of Interest Policy.

La Poste SA and La Banque Postale

	2020	2019
Number of people trained		
in anti-corruption	10,097	38,401

1.7.3 FIGHT AGAINST MONEY LAUNDERING AND THE FINANCING OF TERRORISM

La Poste SA is not subject to AML/CFT regulations due to its status. However, two of its subsidiaries are subject to it: on the one hand, La Banque Postale group as a bank and on the other hand Poste Immo for its property development activities for clients outside Le Groupe La Poste and for its property leasing and real estate transactions on behalf of third parties.

La Banque Postale manages AML/CFT compliance and the associated risk management system. As the commercial distributor of La Banque Postale's products and services, the La Poste Network implements the procedures defined by the latter, in terms of operational or risk management procedures. The La Poste Network ensures that they are strictly applied as part of the control systems. All employees acting in the name and on behalf of La Banque Postale must follow the specific training courses developed by La Banque Postale *via* the joint entity known as the "École de La Banque et du Réseau".

Poste Immo: compliance is in progress. It began with the identification of the types of business relationships that must be the subject of AML/CFT procedures. Another step was to draw up a map of all Poste Immo third parties. This mapping is a prerequisite for the validation of activities falling within the AML/CFT scope. An automated scoring system, aimed at identifying and assessing risks, will be implemented from the start of the relationship and throughout the business relationship. A validation procedure will be integrated into the overall system. In order to optimise the systems for managing non-compliance risks, Poste Immo will integrate the AML/CFT scoring into the Sapin 2 scoring as part of the integrity assessment of its third parties. The sourcing of software solutions is ongoing.

In addition, Poste Immo takes part in the AML/CFT workshops launched in September 2020 on the management of the Caisse des Dépôts group's AML/CFT system.

1.7.4 DUTY OF VIGILANCE

In accordance with its vigilance plan, Le Groupe La Poste ramped up and conducted controls on its actions to prevent violation of fundamental rights and Human Rights, to protect health and safety and to safeguard the environment.

The Group strives to guarantee that the duty of vigilance requirements are met in its contractual relationships with tier 1 suppliers and subcontractors. It ensures that its whistleblowing systems are accessible to its employees, as well as to the employees of its tier 1 suppliers. The governance of the system, risk mapping, all the internal and external risk management systems and the results of these mechanisms are described in detail in **Appendix 1 of the Group's Universal registration document**.

The vigilance plan and the actions carried out as part of this plan for employees, suppliers and the environment were presented to the trade unions representing La Poste as part of a La Poste Social Dialogue Committee.

⁽¹⁾ For more information, see Sections 4 and 6 of La Banque Postale's 2020 Universal registration document.

1.7.5 FIGHT AGAINST TAX EVASION

Le Groupe La Poste recognises the important role of tax compliance in its strategy and is committed to applying a tax transparency policy.

Tax policy implemented by the Group

Le Groupe La Poste is committed to paying its fair share of taxes in the countries where it operates, in accordance with the laws and conventions in force. In 2020, the consolidated amount of corporate income tax recognised by Le Groupe La Poste was €880 million. In addition to corporate income tax, Le Groupe La Poste pays and collects numerous contributions, such as payroll taxes and Social Security contributions, sales taxes and local taxes specific to each country, as part of the Group's economic contribution to the countries in which it operates.

Le Groupe La Poste's tax policy aims to prevent tax evasion. The Group is careful not to implement aggressive tax arrangements disconnected from operational reality or artificial tax arrangements. No entity of Le Groupe La Poste is located in a country which is on the French or European list of Non-Cooperative Countries or Territories (NCCT).

Le Groupe La Poste seeks to have a responsible tax policy by building a lasting, transparent and professional relationship of trust with the tax authorities. The Group also seeks to maintain a constructive dialogue with government bodies, particularly through its active participation in public consultations organised by the Government.

Transfer pricing

The Group complies with the principles and obligations arising from the Base Erosion and Profit Shifting (BEPS) action plan of the OECD **in respect of transfer pricing**. As such, the Group files all required transfer pricing documents, including **the country-by-country reporting** (CBCR) guaranteeing transparency with the tax authorities.

1.7.6 PRECAUTIONARY PRINCIPLE

The precautionary principle **in banking activities** is an important issue:

 in January 2016, La Banque Postale's Executive Committee approved the launch of a **Responsible Financing and Investment** Charter which oversees the activity of lending to legal entities as well as the activity of financing and investment banking. The Charter stipulates that requests for loans should be denied to applicants from a certain number of sectors considered to carry excessively high extrafinancial 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 industrywide agreements (breaches of environmental legislation, Intra-group transactions are carried out in accordance with the Group's transfer pricing policy, which is based on the **arm's length principle** (*i.e.* on terms that would have been agreed between independent parties). It should be noted that intra-group transactions between companies resident in different States are relatively limited given the nature of the activities carried out and their majority location in France.

Management of tax risk and rules on combating tax fraud (Act No. 2018-898 published on 24 October 2018)

The Group recognises that fiscal risk management is an integral part of good governance.

The Group's tax affairs and the management of tax risks are the responsibility of a team of qualified and appropriately trained tax experts, who work under the supervision of the Group's Chief Financial Officer. They ensure the support of the operational activity in compliance with the applicable regulations and only use tax incentives after taking into account their impact on the Group's reputation and its corporate social responsibility.

In 2020, Le Groupe La Poste did not take part in any tax disputes.

The Group's tax policy is public and available on its website (www.groupelaposte.com).

of international codes of conduct or agreements and of fundamental labour conventions). The "**coal sector policy**" specifically oversees this sector;

• La Banque Postale also drafted a "defence sector policy". It is careful to ensure that none of the portfolios managed by its asset management and wealth management professionals include businesses involved in the manufacture and trade of controversial weapons (such as anti-personnel mines and cluster bombs) and unconventional weapons (including biological, chemical, nuclear, or depleted uranium weapons, blinding weapons or incendiary devices). La Banque Postale shares an exclusion list which applies to all its activities; • 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 commercial ventures.

In transport and logistics activities, the introduction of dangerous goods is strictly prohibited in mail and/or parcels in France:

- article 19-001 of the UPU La Poste Letter Manual specifies the hazardous goods accepted on an exceptional basis: radioactive materials contained in letters sent by mail or postal parcels subject to restrictions; infectious substances contained in letters sent by mail or postal parcels subject to restrictions; lithium cells and lithium batteries sent by mail and postal parcels subject to number, power and packaging conditions;
- instruction sheets outlining the action to be taken should an individual come into contact with these substances or in the event of emergency situations are distributed to the target populations;
- employees are given training under the auspices of the relevant government authorities, i.e. the Directorate General for Enterprise (DGE) and the Directorate General for Civil Aviation (DGAC). Since 2013, all production personnel in La Poste's handling, sorting and forwarding departments at Roissy HUB, Colissimo Chilly-Mazarin, Roissy PIAC, and the ultramarine units in French overseas departments receive induction training in dangerous goods, lithium cells and batteries every two years. All public-facing staff of the La Poste Retail Network and the international defence sector postal service take an e-learning module on the conditions for accepting customer items. Procedures for reporting to Le Groupe La Poste's safety and security unit are in place. Trainers are trained in compliance with the IATA and ADR regulations. The level of training, the reporting of incidents and the identification of new sites to train are managed by La Poste and the DGE-DGAC.

La Poste ensures the IATA regulations are fully observed for **air freight** and the ADR regulations for **road haulage**. GeoPost ensures it complies with the applicable regulations and has put procedures in place covering an incident involving dangerous products. Minimum standards are currently being drafted to harmonise the level of safety right across GeoPost.

1.8 Risk identification and management plan

For the whole Group, corporate governance, internal control procedures, the risk management system, arrangements for identifying and handling risk factors, and the risks and policy for covering certain risks with insurance are presented in Section 2 "Risk management" of the 2020 Universal registration document. The identification assessment of the risks associated with these challenges as well as the management plans deployed are described in the statement of extrafinancial performance, Section 3 "Sustainable and responsible development" of the Group's 2020 Universal registration document. Lastly, the Vigilance Plan is an integral part of the Group's 2020 Universal registration document and appears in Appendix 1 of this document.

The mapping of the Group's major risks entails a major risk of failure to adapt the Group to environmental and societal challenges. This means that any decisive component which would hinder attainment of the commitments in this area would fall within the Group's Risk Committee alerts system.

In addition, as part of the statement of non-financial performance ("SNFP") required by Decree No. 2017-1265 of 9 August 2017 issued for the application of Order No. 2017-1180 of 19 July 2017 on the publication of non-financial information, Le Groupe La Poste identifies risks with a significant CSR dimension in this mapping. As a reminder, these are the following risks:

- 7. Transformation of the Group's networks and production facilities;
- 9. Quality of service as perceived by customers;
- 11. Dynamics of employability;
- 12. Adaptation to environmental and societal challenges;
- 13. Non-compliance;
- 14. Disruption of activities in the event of a major crisis;
- 16. Health and safety.

In addition, other CSR risks have been identified:

- risks related to the duty of vigilance, risk of non-detection or failure to report a possible violation of human rights, risks related to non-compliance with human rights;
- risks related to tax evasion.

The following issues, expected by law, are considered as immaterial for Le Groupe La Poste in view of its business model and activities:

- fight against food insecurity;
- food waste;
- animal well-being;
- responsible, fair and sustainable nutrition.

The subject of extrafinancial risks is increasingly embedded in the governance in place to monitor strategic and operational risks. At least once a year, the **Group Risk Committee**, which brings together representatives of the risk and control divisions of all business units and cross-entity activities, dedicates time to discuss CSR problems (notably the duty of vigilance and the fight against corruption).

The Group Risk Department, the Financial Department and the Societal Commitment Department launched a specific identification work in 2019 using methodology recommended by the Task Force on Climate-Related Financial Disclosures (TCFD).



2 CORPORATE SOCIAL RESPONSIBILITY POLICY

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2.1 The pillars of societal commitment

A GROUP WITH A POSITIVE IMPACT

The formulation of the purpose⁽¹⁾ of La Poste, unveiled by Philippe Wahl in early 2021, as well as its ambition to become a company with a mission, are an important step in the Group's societal commitment. The inclusion of La Poste's purpose in its Articles of Association, which should be validated in the course of 2021, further reinforces the framework of its long-standing societal commitment. This purpose is at the heart of Le Groupe La Poste's business model⁽²⁾ and reflects a desire to engage with all of its stakeholders. It expresses the desire to go further in supporting the major transitions that are impacting society, which is currently facing unprecedented climatic, health, demographic, social, digital and economic challenges.

Le Groupe La Poste's social, societal and environmental commitment is reaffirmed and enshrined at the heart of the new strategic plan "La Poste 2030, committed to you", with the ambition to be a group with a positive impact on the environment and society.

The implementation of carbon trajectories in line with the Paris Agreements and extrafinancial performance as assessed by rating agencies are two of the indicators out of the five major key success indicators of the "La Poste 2030, committed to you" strategic plan.

Le Groupe La Poste intends to maintain its position among the leading companies in terms of extrafinancial performance in each of its business lines. In all regions, it wants to remain exemplary in the performance of its activities, and in supporting its partners and all its customers in the face of the challenges posed by the major transitions up to the year 2030. The Group's ambition is to be recognised by its employees, customers and partners as a benchmark in terms of environmental transition and social responsibility.

For the environment, two major ambitions:

 remain a leader in climate and air quality by maintaining the Group's carbon neutrality, by pursuing its efforts to reduce the emissions from its activities (greenhouse gases and local air pollutants) and portfolios (loans and investments); • exercise leadership in the rational management of resources, moving towards more frugality (including in digital) and waste recovery. In addition, it is a question of innovating to strengthen the eco-design of the equipment necessary for the Group's operations (packaging sold, cardboard, paper, employee clothing, etc.), integrate recycled materials, enable reuse and thus promote the emergence of new channels.

For society:

- be an employer responsible for all human resources, a benchmark in terms of quality of life, health and safety at work and the employability of its employees, attentive to digital skills and the development of customer culture;
- transition from being a post office merely in a location to being a post office actively offering a sense of proximity, by adapting the presence formats to the needs and uses of the territories, by boosting local activity (solutions for retailers and local authority financing) and by innovation at the service of social cohesion (local services and digital inclusion).

The Group intends to be an active pioneer in the emergence and implementation of a measure of the positive impact of companies in the regions.

Le Groupe La Poste's societal commitment is based on the following pillars:

- contribute to regional development and cohesion;
- promote social inclusion;
- foster ethical, inclusive and frugal digital services;
- working to accelerate environmental transitions for all;
- with social policy⁽³⁾ as a lever and foundation for the Group's transformation.

For each of these pillars, Le Groupe La Poste's societal commitment is guided by exemplarity and a priority shared by all within the Group: customer satisfaction. While it fuels the actions of the Group's employees on a daily basis, it also relies on the implementation of a robust governance, demonstrating transparency in its practices and being open to dialogue. The Group's bodies are instrumental to carrying forward this strategy and take care to act in the interest of all stakeholders.

⁽¹⁾ See Section 1.2.1 "Purpose" page 9 and 10.

⁽²⁾ See Section 1.3 "Business model" page 16 and 17.

⁽³⁾ See Section 6 "Human resources policy, a lever for the Group's transformation".

A CONTRIBUTION TO THE UN'S SUSTAINABLE DEVELOPMENT GOALS

Le Groupe La Poste is committed to making its contribution to 14 of the 17 sustainable development goals (SDGs) of the United Nations as part of the 2030 Agenda.

Since 2003, Le Groupe La Poste has been a signatory to the United Nations Global Compact and publishes an annual communication on its progress at the advanced level⁽¹⁾. Since 2016, the Group's contribution to the sustainable development goals (SDGs) established in 2016 by the UN⁽²⁾ is integrated into this publication.

Six SDGs were at the heart of the Group's priorities in 2020:

- SDG 8: Decent work and economic growth;
- SDG 9: Industry, innovation and infrastructure;
- SDG 10: Reduced inequalities;
- SDG 11: Sustainable cities and communities;
- SDG 12: Responsible consumption;
- SDG 13: Climate action.

SDG

More generally, the two areas of commitments under SDG 16 (Peace, justice and strong institutions) and SDG 17 (Partnerships for the goals) support all of the Group's activities and commitments.

The contribution to the sustainable development goals is implemented by the various business units, thus La Banque Postale contributes more specifically to SDGs 7, 8, 10 and 13 and GeoPost contributes to SDGs 8, 11, 13 and 17.

With the new "La Poste 2030, committed to you" strategic plan and the integration of Le Groupe La Poste into the management system of the Caisse des Dépôts, Le Groupe La Poste's contribution to the SDGs will be enhanced with monitoring indicators, with the aim of strengthening the measurement of its positive impact on society.

1 [№] ₽очекту Л**†*† †	End extreme poverty Le Groupe La Poste's contribution to SDG 1, especially by helping vulnerable customers, builds on the engagement of its employees or partner organisations. La Banque Postale notably monitors banking accessibility, and digital mediation in post offices helps to reduce exclusion. (see Sections 3 and 4)
3 GOOD HEALTH AND WELL-BEING	Ensure healthy lives and promote well-being for all at all ages To help rise to the challenges posed by an ageing population, the Group's expansion in the health, e-health, financing (LBP) and insurance (CNP) market makes a contribution to meeting the aims of SDG 3 (health data host, medicines delivery services and Watch Over My Parents initiative). Measures in place for La Poste employees also fall within the scope of the Group's contribution towards achieving this goal. They include the agreement for carers, initiatives aimed at preventing and battling addiction, vehicle fleet safety, etc. (see Sections 3 and 6).
4 QUALITY EDUCATION	Ensure access to quality education for all The Group is very active in its efforts to achieve SDG 4 with partnerships under the French PAQTE initiative, homework help, financial and digital education, support for work-study trainees, students and young people in difficulty. In-house training also provides lifelong learning. (see Sections 3 and 6)
5 GENDER EQUALITY	Achieve gender equality and empower all women and girls Promoting diversity is a core element of the Group's social policy. Le Groupe La Poste draws your attention in particular to access for women to senior positions of responsibility up to the Management Committee, non-discrimination policies when it

althy lives and promote well-being for all at all ages

Illustration of the positive contribution of Le Groupe La Poste



ess to quality education for all

5	GENDER Equality
	¥

nder equality and empower all women and girls

diversity is a core element of the Group's social policy. Le Groupe La Poste draws your attention in particular to women to senior positions of responsibility up to the Management Committee, non-discrimination policies when it comes to hiring, compensation, promotion and professional development and training. (see Sections 1 and 6)



Ensure access to affordable, reliable, sustainable and modern energy

Progress in using energy from renewable sources (such as solar power), the funding of renewable energy and the implementation of an energy management system are part of how Le Groupe La Poste helps to achieve SDG 7 targets. (see Section 5)

(2) The SDGs include 17 sustainable development goals for the 2015-2030 period that 193 UN member countries defined in 2016.

⁽¹⁾ The annual GC Advanced Communication on Progress in implementing the ten principles of the Global Compact consists of detailed disclosures on 21 criteria.



2.2 Extensive dialogue with stakeholders

The stakeholders of Le Groupe La Poste make up a rich, complex ecosystem. The Group identifies the stakeholders with which it engages according to the scale and frequency of the interactions with the Group. It extends its responsibility to its entire value chain. Shareholders, customers, suppliers, local authorities and employees of Le Groupe La Poste are among the main stakeholders, as they are essential to operational performance and value creation.

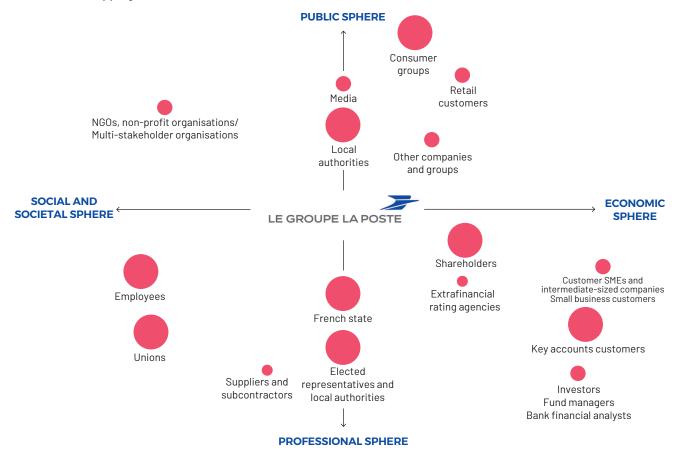
For example, consumers have been able to refer to the La Poste ombudsman since 1989, meetings are held several times a year with the main consumer associations, and a consumer representative sits on the Board of Directors.

Over time, the Group has built partnerships with some NGOs, maintaining close relations with them. These partnerships make it possible to find shared solutions, and work together to drive societal progress in the public interest. Thanks to the expertise of the NGOs, the Group can also improve the way it works. La Poste employees help to develop the Group's strategy in their own business lines, through highly successful innovation programmes.

To identify the categories of stakeholders involved in its activities, the Group uses:

- the NF X30-29 standard on the methodology for identifying stakeholders and the hierarchisation of the fields of action for an organisation given the impact on society and the environment;
- ISO 26000;
- Global Reporting Initiative (GRI) Standards;
- the UN's sustainable development policy;
- the Charter and guiding principles for constructive dialogue with stakeholders (*Comité* 21).

The chart below maps the stakeholders according to the categories to which they belong (the size of the dots reflects the intensity of the relationship).



Stakeholder mapping

In 2018, Le Groupe La Poste conducted a study with the aim of redefining the methods of dialogue to be established with its stakeholders in the medium term and in compliance with the seven principles established by the French Committee for the Environment and sustainable development (*Comité 21*)¹⁰ by relying as much as possible on existing tools and a benchmark of best practices in this area.

This study made it possible to assess the current levels of dialogue with stakeholders and redefine the forms of dialogue necessary to update the materiality matrix.

In 2019, Le Groupe La Poste prioritised five macro-categories of key stakeholders for its activities and asked them about their expectations and priorities as regards the societal commitment of Le Groupe La Poste (materiality analysis). Over 1,500 people gave their opinions and expectations, including:

- customers;
- employees;
- suppliers;
- consumer associations;
- elected officials and local authority representatives.

These results are reflected in the **updated materiality matrix for the Group's CSR priority areas**. Their expectations are presented in the summary table below.

Type of direct stakeholder	Main expectations identified
French state	 Respect of commitments with the French state (regulatory compliance and public service obligation) Customer satisfaction and adaptation to consumer expectations
Shareholders	 Financial performance and sustainability of the business model (long-term value creation) Managing risks that may affect the Company's reputation
Customers and consumer associations	 Planaging risks that may affect the company's reputation Being listened to, taken into account, receiving a personalised response on the first request and real-time tracking of communications Innovative offer adapted to different needs Data protection and confidentiality Easy, quick and intuitive access to services
Employees and their representatives	 Quality jobs and working conditions (health, safety, quality of life at work) Involvement in changes within the Company and in CSR initiatives Boosting employability and supporting career paths
Local elected representatives, local authorities	 Strong presence in their region, including in underprivileged areas. Involvement in local projects that promote sustainable development (climate plan, regional climate-air-energy plans [SRCAE], city policy, and rural development) Providing input on policies for employing marginalised individuals Support in modernising public service activities
Suppliers and subcontractors	 Long-term economic partnership with <i>ad hoc</i> solutions to propose innovation Compliance with contractual commitments and payment deadlines Conditions of access to fair markets, choice criteria on the part of Le Groupe La Poste, not only in terms of prices but also of the CSR criteria
Other companies and groups	 Discussions on shared practices, tools, positions or commitments Respecting fair competition rules
Non-profit sector partners (NGOs or other non- profit organisations)	 Transparency of practices and communications Contribution by the Group to progress on sustainable development and national and local solidarity initiatives
Multi-stakeholder organisations	 Request for dialogue with the Group, information and feedback pertaining to the commitments made Request for participation in public interest work, making commitments relating to the sustainable development topics

⁽¹⁾ The French Committee for the Environment and sustainable development (Comité 21) principles are: obtaining the resources for change; taking into account diverse, even conflicting interests; committing to selecting relevant stakeholders and issues and involving them all; including all stakeholders by appointing a facilitator; upholding the values of dialogue; making the approach a long-term one; and reporting back on results to all those involved.

SERVING CUSTOMER EXPECTATIONS

To become even more customer-focused, the Group's strategic priorities for 2030 are to reinforce the passion to serve customers at the highest level of quality, remain the customer's preferred intermediary and win new customers (professionals, young people, etc.).

Throughout this report, the Group will use the following pictogram to indicate customer offers: (a). Quality customer service is the focus of numerous initiatives within the Group:

- monitoring customer satisfaction;
- support systems for customers in their choice;
- sharing of experience;

responsible products and services; accessibility, claims processing;

activity of the ombudsman.

2

COMPLIANCE

Le Groupe La Poste has not received any complaints about:

- consumer-related non-compliance of its products and services;
- non-compliance of labelling on its products and services;
- non-compliance of its marketing communication;

ACTIVITY OF THE OMBUDSMAN

The consumer ombudsman intervenes at the request of customer consumers of one of Le Groupe La Poste companies, to seek a solution for unresolved consumer disputes relating to mail, parcels, express, banking services and new services.

Its area of competence includes all products and services of Le Groupe La Poste (except La Poste Mobile). After analysing the cases acceptable for mediation, the ombudsman sends proposed solutions to the parties which they are free to accept or not.

As an independent out-of-court dispute resolution entity, the consumer ombudsman is a neutral and impartial third party, with no hierarchical or functional link with the Group's services, in accordance with the French Consumer Code. Appointed on the proposal of the Group's Chairman by a joint collegiate body, the ombudsman is independent of the business units and subsidiaries. In June 2019, the French Commission for Evaluation and oversight of Consumer Mediation (*Commission d'évaluation et de contrôle de la médiation de la consommation* – CECM), an independent authority created by law, which references consumer ombudsman on the list of ombudsmen provided for in Article L. 615-1 of the French Consumer Code. It notified this listing to the European Commission, in line with the directive in force.

non-compliance with legislation or social and economic regulations.

It should be noted that Le Groupe La Poste has not received any complaints for environmental non-compliance.

For matters concerning banking products and services, he acts as an ombudsman for La Banque Postale.

His work is governed by the provisions of the French Consumer Code and the principles stated in the Le Groupe La Poste Ombudsman's Charter.

Further, each year, the ombudsman looks at the experience gained from processing consumer complaints, to make recommendations for improving the services on offer or the claims processing procedures. He sends these recommendations to the relevant business units and subsidiaries of the Group.

In 2020, Le Groupe La Poste's ombudsman received 16,550 requests for mediation services (14,000 in 2019), following which 4,128 cases were opened for mediation. All of these cases must undergo an in-depth investigation by the ombudsman services. For cases that are not eligible, the consumer receives an acknowledgement of receipt including the grounds for inadmissibility.

In accordance with the law, it publishes its annual activity report, which can be consulted on its website: https://mediateur.groupelaposte.com

AN APPROACH INFORMED BY THE GLOBAL COMPACT AND GLOBAL GUIDELINES

Since 2003, Le Groupe La Poste has been a signatory to the United Nations Global Compact and publishes an annual communication on its progress at the advanced level⁽¹⁾. Since 2016, the Group's contribution to the sustainable development goals (SDGs) developed in 2016 by the UN has been integrated into this publication.

Every year in the second quarter, the Group publishes a corporate social responsibility (CSR) report in which it outlines its main commitments. This report follows the latest version of the **guidelines of the Global Reporting Initiative (GRI standards)**.

It reports on the social and environmental consequences of its operations, in line with the obligations of the Grenelle 2 Act and

the statement of extrafinancial performance required by Decree No. 2017-1265 of 9 August 2017 implementing Order No. 2017-1180 of 19 July 2017 on the publication of non-financial information.

Since 2019, the Group has specifically opted to assess risks linked to climate change based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

Since 2009, the Group has had its extrafinancial indicators verified by an independent third party. It is gradually extending the scope of the indicators published, and is aiming to provide data for all indicators at Group level.

A PROCESS FOR IDENTIFYING PRIORITY ACTION AREAS

In 2019, Le Groupe La Poste repeated its materiality analysis, which was first done in 2014, and updated for the first time in 2016. The purpose of the analysis is to guide its transformation process by identifying the most relevant issues for its CSR approach.

Le Groupe La Poste has thus identified 20 priority areas for action, in view of its responsibility throughout the entire value chain. It relied on ISO 26000, the SDGs and the Global Reporting Initiative (GRI) Standards, together with a stakeholder consultation held in the summer of 2019. These areas of action have seen a slight change compared to previous financial years. They now incorporate four new themes related to current societal issues:

- responsible finance;
- dialogue with stakeholders;
- accessibility of products and services;
- responsible supplier relationship.

20 priority areas for action

Communities/ social and regional cohesion	Environment/ environmental transitions	Ethical, inclusive and frugal digital technology	Customers/ customer satisfaction	Employees/HR	Governance
Regional planning (SDG 11)	Energy & Climate (SDGs 7, 9 and 13)	Responsible use of data/Ethical digital technology (SDG 12)	Responsible products and services (SDG 12)	Professional development (SDG 8)	Business ethics (SDG 16)
Social inclusion/solidarity (SDGs 1, 4 and 10)			Responsible customer relationship (SDG 12)	Working conditions, occupational health and safety (SDGs 3 and 8)	Responsible finance
Local economic development (SDG 8)	Air quality and living condition (SDG 15)		Accessibility of products and services	Quality of life at work (SDG 8)	Security of property and people (SDGs 3 and 12)
Responsible purchasing (SDG 8) Responsible supplier relationship	Circular economy and resource management (SDGs 12 and 15)			Human rights and diversity management (SDGs 5 and 8)	Stakeholder dialogue (SDG 17)

⁽¹⁾ The annual GC Advanced Communication on Progress in implementing the ten principles of the Global Compact consists of detailed disclosures on 21 criteria.

MATERIALITY MATRIX

The objective of the materiality matrix (which was updated in 2019) is to identify and rank the CSR aspects of Le Groupe La Poste to feed into and continuously update its societal commitment policy.

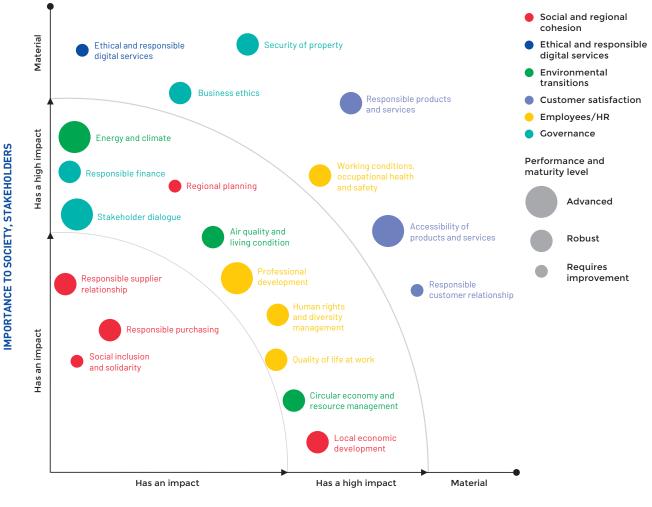
The policy is based on the rating of 20 action areas identified in advance across three dimensions, with the support of a specialist firm:

- importance of the issues for the stakeholders surveyed in June/ July 2019 based on a questionnaire with 20 questions, each relating to a priority area or issue and gauging their expectations.
 1,523 people responded to the survey, including customers, companies, employees, suppliers and elected representatives;
- impact of these various issues on the financial and extrafinancial performance of the Company and the Group's transformation priorities;
- the Group's maturity level regarding these 20 aspects (as determined by extrafinancial rating agencies).

In sum, **the growing importance of environmental and societal issues has been confirmed**: all of the aspects/issues were deemed important by the stakeholders questioned, and scores were higher than in the previous questionnaire which took place in 2017.

In line with the risk analysis, **social issues** are valued highly by stakeholders and have an impact on the Company's performance and its ability to transform. Stakeholders placed a firm emphasis on issues relating to **business ethics and corporate governance**, particularly in areas such as the **security of property** and **responsible data use**, in particular, which is becoming increasingly important.

As regards the environment, the **climate** is a major priority both from the point of view of the stakeholders and as regards the impact on the Company.



IMPACT ON THE OVERALL PERFORMANCE OF LE GROUPE LA POSTE

Materiality matrix

2.3 A strengthened organisation

In support of the new strategic plan, CSR governance is evolving. In addition to the creation of the Retail Customer and Digital Services business unit and the strategic equity alliance of Asendia and GeoPost (see Section 2.4), two major changes have taken place in the Group's internal organisation:

- on the one hand, the internal control, legal and compliance functions have been placed under the responsibility of Philippe Bajou, Group Executive Vice President and General Secretary. He also represents the communications function on the Executive Committee, with the Group's Communications Department under the responsibility of Marie-Aude Dubanchet;
- on the other hand, Nicolas Routier, Group Executive Vice President, took on the responsibility of a Public Service and Regulation division with the Regulation and Competition Department, the European and International Relations Department as well as the Societal Commitment Department. "This is the first time in La Poste's history that we have created a division dedicated to our missions and our commitments to society. It may seem surprising that we have not done so before, but we are doing it at the right time", highlights Nicolas Routier, referring to La Poste's purpose, which prefigures the missionoriented company status that it aims to achieve in 2021.

The Group's CSR policy is based on robust governance, enabling an employee environmental and societal mobilisation initiative to be rolled out throughout the organisation. The management of the policy by Group's bodies enables each business unit and subsidiary to contribute to the Group's commitments based on shared values, in line with procedures applicable to their own activities.

The CSR governance structure, which has been in place for more than fifteen years, is a factor of the successful inclusion of corporate social responsibility in the Group's strategy, initiatives and management.

The Group's governance bodies are responsible for defining its CSR policy. Policies are implemented with the support of around 40 CSR officers and specialists in the business units and first-level subsidiaries.

The CSR approach is also deployed by regional delegations and institutions, which take ownership of the approach and implement the action plans and commitments. Post offices in particular are an effective means of communicating corporate social responsibility to local stakeholders.

The roles and responsibilities of each CSR representative body are presented below:

Societal Commitment Department (SCD)

- Reports to the Executive Committee via the Group Executive Vice President, in charge of the Public Service and Regulation division.
- Ensures that the Group's business grows in line with La Poste's sustainable development principles.
- Maintains the quality of extrafinancial reporting.
- Keeps CSR officers informed about the Group's strategic priorities, national events and communication strategies.
- Provides useful expertise and communication tools.
- Coordinates actions with CSR actors, inside and outside the Company.

Tasks related to CSR Tasks related to quality SSE and societal innovation tasks Make quality and customer experience Define the Group's CSR policy, oversee it • Contribute to the Group's growth through and report to stakeholders management a differentiating factor knowledge of SSE Monitor changes to legislation and Implement quality policies Share knowledge of the SSE ecosystem, regulations pertaining to CSR identify partners' expectations and needs Assess how effective they are Put forward the CSR policy to the • Connect SSE players with postal entities Provide expertise to Group entities Executive Committee for approval

- Build the Group's reputation as a good corporate citizen
- Promote CSR culture
- Advise and share expertise with Group entities regarding their own corporate social responsibility
- Lead cross-sector projects (multi-channel customer services)
- Put forward innovative projects (service design, customer experience, etc.)
- Reach outside the Group to promote its programmes
- Promote social innovation with SSE by developing innovative Group projects

CSR officers networks in business units and subsidiaries

CSR Departments, local CSR representatives, regional Group delegations

- The CSR Departments of business units and certain subsidiaries:
- define their CSR challenges;
- monitor operational action plans;
- integrate sustainable development into the processes and management;
- appoint CSR representatives if necessary.
- The Group's regional delegations:
- support these representatives;
- connect sites and local stakeholders.

Main CSR management bodies⁽¹⁾

Quality and Sustainable Development Committee

Board of Directors' Committee (3 meetings in 2020)

- Reviews strategic orientations
- Monitors CSR policy achievements and extrafinancial ratings
- Prepares Board of Directors debates and give recommendations on quality and sustainable development

Public Service Mission Monitoring Committee

- Board of Directors' Committee (5 meetings in 2020)
- Composed of external and internal experts
- Mission: prepare the work of the Board of Directors and make any useful recommendations to the Board of Directors on any issue concerning La Poste's public service missions, as defined by law and specified in the Public Service Agreement

Stakeholders Committee (new in 2020)

(at least 2 meetings per year)

- The Committee has 17 members; it is composed of the Company's Chairman and Chief Executive Officer who chairs it –, a Director
 representing the French state, a director representing Caisse des Dépôts, the two non-voting members representing the municipalities on
 the Board of Directors, the non-voting member representing consumers on the Board of Directors, two employee directors of the Board of
 Directors and nine qualified external persons
- Mission: monitor the implementation of the commitments made by the Company under its status as a "company with a mission", within the meaning of Article L. 210–10 of the French Commercial Code

CSR Committee

(10 meetings per year)

- Composed of representatives of the Group's Societal Commitment, HR, Communications, European and International Relations, Finance and Strategy Departments and the CSR Directors of the business units and certain subsidiaries
- Submits the societal commitment policy to the Executive Committee
- Ensures that the commitments made between the business units and subsidiaries are consistent
- Evaluates the Group's performance
- Takes necessary improvement measures
- Ensures that the Group's CSR skills match its commitments

Climate Risk Steering Committee – TCFD (new)

(4 committees per year)

- Committee composed of Societal Commitment representatives, the Risk Department and the Finance Department, responsible for incorporating climate risk into the Group's risk management procedures
- Responsible for the operational implementation of the climate strategy

⁽¹⁾ For all other committees (Board of Directors Committees, Risk Committee, Audit Committee, etc.), see Sections 2 and 4 of Le Groupe La Poste's Universal registration document.

Responsible Digital Committee

(4 meetings per year)

- Composed of IT Systems Managers, CSR Managers from the various subsidiaries, IS, CSR and Purchasing and Strategy Departments (and around 50 people from technical and logistical support to human resources in charge of the disability policy)
- Eleven Responsible Digital topics covered (see Section 5)

Energy Strategy Committee

(2 meetings per year)

- Led by the Group's Innovation and Strategy Department, composed of business line players as well as the Group's General Secretary, the Chief Financial Officer and the Director of the Services-Mail-Parcels business unit, members of the Executive Committee
- Created in 2018, it is responsible for overseeing cross-functional energy transition actions
- In 2019, the Committee focused its priorities on controlling energy consumption through ISO 50001 certification of the energy management system, photovoltaic electricity self-consumption experiments and the financing of renewable energies

Energy and Ecological Transition Steering Committee (COTEE) (new in 2020)

(3 times per year)

- Composed of around ten highly qualified external personalities alongside permanent members of the Group (Chief Financial Officer, member of the Executive Committee, Head of Strategy, Head of Societal Commitment, Head of Communications), as well as invited Executive Committee members (depending on the topics covered) and business line experts
- It is responsible for informing the Group on strategic issues relating to its ecological transformation and helping to remain the leader on environmental and energy issues in each of its business lines

Foresight Committee

(once or twice a year)

- Since 2018, the Group's foresight approach has been structured around a Foresight Committee bringing together some fifteen leading internal and external thinkers. The Committee is a discussion forum which aims to inform the Group's strategy on the medium and long-term impact of societal changes on the Group, its activities and its organisation
- Each year, the members of the Committee meet once or twice to discuss topics such as the artificialisation of society (2018), the future of trust (2019) or are called upon to discuss other issues (the future of youth, the advent of autonomous vehicles and the future of work). In 2020, the Committee met to discuss space-time relationships, their changes and their impact on La Poste
- This Committee is designed and led by Hélène Delahaye, Head of Foresight & Research, within the Group Strategy Department

Mandarine Committee (new in 2020)

(bimonthly)

- Composed of the Chairman and Chief Executive Officer and Chief Financial Officer of Le Groupe La Poste, the Chairman of the Supervisory Committee of La Banque Postale, the Chief Executive Officer, the Chief Financial Officer and the Executive Vice President of Caisse des Dépôts
- The Mandarine Committee monitors industrial cooperation between Le Groupe La Poste and Groupe Caisse des Dépôts, some of whose
 projects involve societal commitment (e.g. urban logistics, France Service houses, Silver economy and services to individuals, environment
 and energy transitions)

Duty of vigilance Steering Committee (new in 2020)

(5 meetings in 2020)

- Co-managed by the Group's Human Resources Department and the Societal Commitment Department, it brings together the Risk Department, the Group's Purchasing Department, the Ethics Department, and the Legal and Compliance Department
- This Committee validates the duty of vigilance risk mapping, monitors the deployment of vigilance policies by Group entities and decides on any corrective actions. It discusses each year with the representative trade unions

DEPLOYMENT OF MANAGEMENT SYSTEMS

Le Groupe La Poste bolsters its CSR policy by introducing management systems such as ISO 14001 and ISO 50001.

ISO 14001 – The environmental management system contributes to operational control of **energy and water consumption, waste reduction** and the **mitigation of pollution risks**. At the end of 2020, the scope covered by certified management systems was as follows:

- all 17 parcel platforms were ISO 14001-certified (some 3,466 people). The certification covers all Services-Mail-Parcels parcel flows;
- the postage stamp printer responsible for printing stamps and the Group's other philatelic products, is ISO 14001-certified (437 people covered);
- 13 Docaposte sites are ISO 14001-certified. This represents a coverage rate of 20% for the subsidiary's employees and 35% of revenue;
- 566 GeoPost sites are ISO 14001-certified *i.e.* 63% of the subsidiary's sites and 69% of its employees.

ISO 50001 - the first Energy Management System (EMS) certification plan was rolled out in 2019. It covered 196 sites at the end of 2020, *i.e.* 16.4% of the energy consumption of Poste Immo's heritage buildings.

EMPLOYEE MOBILISATION

The success of Le Groupe La Poste's societal commitments is largely based on the mobilisation of all employees through regular communications on all CSR topics, the provision of training and the integration of CSR criteria in their compensation.

In terms of internal communication, many levers are used:

- the Societal Commitment Flash is a newsletter dedicated to CSR issues. It is published weekly and distributed to 3,500 subscribers. It deals with CSR news in the broadest sense, as well as the Group's actions in terms of the environment, social and regional cohesion, and ethical and inclusive digital technology. It should be noted that the information published by this channel is frequently included in other Group newsletters sent to other communities;
- the Group's Communications Department **Forum** magazine also reports internally on CSR actions and results achieved. This magazine is available online and in a printed quarterly version. It is intended for all Group employees. Several dozen news items were published throughout the year on the digital version of *Forum*. In the printed version sent to each employee's home, issue No. 16 in summer 2020 devoted all of its 48 pages to La Poste's commitments "for a greener world";
- in 2018, the Societal Commitment Department created a dedicated group on the **Yammer** corporate social network. This group was formalised in October 2020, making it possible to centralise discussions and information sharing on CSR topics. The number of subscribers to this Yammer community increased by 30% in 2020;
- in order to embody the Group's social responsibility, it was decided in 2019 to launch a video collection of portraits of committed employees. This series, entitled "Actors and Committed", now includes 20 profiles of Group employees (including subsidiaries) who illustrate and bring to life the Group's societal commitment on a daily basis. Many topics have already been addressed: integration of young people into employment,

responsible purchasing, reception of disabled customers, energy management, Silver economy, low-carbon urban logistics, proximity and social interaction, circular economy, SRI investments, intrapreneurship, etc.

These video profiles are broadcast internally during themed weeks⁽¹⁾ with a threefold objective: to raise awareness, instil pride in belonging, and encourage employees to commit;

- each year the Group takes part in World CleanUp Day, during which waste cleaning operations are organised in the streets and natural areas;
- since 2020, the Group has participated in Cyber World Cleanup Day. All employees are encouraged to clean up their digital data in order to reduce the Group's environmental footprint. This educational operation made it possible to avoid the emission of around 40 metric tonnes CO₂ eg. in 2020;
- skills-based philanthropy is a major mobilisation focus for employees (see Section 3.2.3).

In addition, the Group's CSR Communications Department is actively involved in the following projects:

- European CSR weeks: The five European weeks of sustainable development, mobility, socially responsible investment, employment of disabled people and waste reduction are all opportunities to raise awareness among Group employees. The business units, departments and even establishments use these events to raise awareness among their employees;
- calls for projects from internal carbon funds: The Services-Mail-Parcels business unit, the Network, GeoPost and La Banque Postale monetise their carbon emissions in the form of internal carbon funds. These funds are ring-fenced to finance works or equipment on the Group's sites in order to reduce its carbon footprint. The projects funded are selected from proposals submitted to a jury of employees. Each year, the preparation

⁽¹⁾ Weeks of sustainable development, mobility, socially responsible investment, employment of disabled people and waste reduction.

of projects requires the significant involvement of hundreds of employees, who set up and propose projects on dozens of postal sites;

Iocal initiatives: At the local level, hundreds of original initiatives support the Group's commitments and raise awareness among staff in local establishments. Among the emblematic initiatives: La Banque Postale organises a system of bartering of goods and services between employees with its partner BarterLink for Recycling day (18 March). On the principle of the sharing economy, the waste of some becomes the resources of others; Le Village La Poste, which brings together all of the Group's head office employees, organises environmentally friendly gesture incentive campaigns throughout the year; Solidarity collections are regularly organised locally for the benefit of SSE partners: safety shoes, professional clothing, books, toys, etc.

The mobilisation of La Poste employees around the multiple challenges of the Group's transformation and changes in our environment, is based on the multiplication of generalist or increasingly specialised training courses:

- the professional practices of every employee, in particular by advocating for involvement by highlighting internal or external best practice and celebrating awards, labels or certifications obtained, collaborative innovation, practised in the Group for 20 years at all levels of the organisation;
- the assessment of the CSR performance of offers is now mandatory and is included in the milestone review of the Services-Mail-Parcels business unit. It incorporates performance in terms of eco-design of physical services as well as digital simplicity and accessibility. Partners and subcontractors are also included in this CSR approach for offers. Finally, all of our communications materials are produced in a responsible manner;
- training, with the introduction of specific CSR awareness-raising in the business units, an e-learning module on the Group's CSR policy, as well as training on value creation, offered by the Institute of Management (the Group's in-house manager training body), a CSR and diversity awareness day for all newly appointed senior managers. By way of an illustration, the "second degree" campaign in the Services-Mail-Parcels business unit is intended to raise awareness among both operational and marketing departments.

Performance evaluation criteria and compensation also contribute to raising awareness and mobilising employees, including:

- integration of a CSR criterion in employee incentive-based pay at La Poste and at La Banque Postale;
- objective setting for members of the Executive Committee and senior executives on the basis of a composite indicator integrating the various extrafinancial ratings.

The participatory approach is also a specific element for employees. La Poste called on all of its stakeholders (La Poste employees, customers, elected officials, associations, suppliers, start-ups and partners) to collect their opinions through a major participatory process launched in September 2020. Over three months, four citizen conferences were organised in Nantes, Toulouse, Lille, Lyon and the digital platform 2030.laposte.fr made it possible to hear from more than 142,000 people about their needs and expectations in terms of tomorrow's Postal Services. All of these contributions have fed into La Poste's new strategic plan.

Participatory innovation and intrapreneurship strengthen employee ties to the Group, and help to improve quality of life at work by giving value to personal initiatives. Employees are closely involved in **participatory innovation**, a long-standing initiative at La Poste. It is a powerful driver of operational action. In 2019, it gave rise to 2,030 ideas and best practices. In particular, the efforts are focused on setting up local and national challenges and events to value the Group's innovators.

Intrapreneurship was set up within Le Groupe La Poste in 2014 as part of the strategic plan "La Poste 2020: Conquering the future". The "La Poste 20 Projects for 2020" programme, led by the Chairman and carried by the Strategy Department, aimed to create new businesses for the Group and reveal the talents of intrapreneur employees.

At the end of 2020, more than 4,500 employees had contributed to the programme by submitting their ideas, 16 teams had won the competition and three of them had become Group subsidiaries.

These business developments have made it possible to understand new markets and forge partnerships that have an impact on the Group.

The benefits of this programme mainly focused on HR transformation: shifting the managerial culture towards risk-taking and the development of an entrepreneurial spirit, as well as an impact on the employer brand.

Four projects are currently under development and two of them have a very strong CSR dimension (Trotti and Recy'clo):

- KIDSCARE, an application to strengthen ties between schools and families;
- AFRIK'EASY, a secure service to send parcels between France and Africa;
- TROTTI, maintenance and management service for scooters and free-floating bicycles;
- RECY'CLO, creation of a repackaging and resale network for electric bikes.

2.4 Strong commitments at the level of the business units and main subsidiaries

A new, more agile organisation will be rolled out as part of the La Poste 2030 new strategic plan for business development. It is in this context that cooperation between the Group's business units will be strengthened, particularly in promising markets. Group acceleration projects will be launched, in line with the strategic plan, to give new impetus to five major cross-entity issues and seek additional growth: professional customers, data and artificial intelligence, urban logistics, regional development and young people.

The strategic plan will be aligned with the Group's various activities and expressed as business unit transformation plans:

 with regard to Logistics-Mail-Parcels and e-commerce services, the objective is to cover all delivery needs, to adapt the industrial tool to the decline in mail volumes and to the growth in parcel volumes, to continue the modernisation of the historical mail service and to invent responsible e-commerce and capture its growth in all of the Group's business lines;

- on 2 March 2021, La Banque Postale launched its strategic plan for 2030 with one objective: to become the preferred bank of the French. It is based on three priorities:
 - position La Banque Postale among the leaders in customer experience,
 - reaffirm the civic ambition for the fair transition, and
 - place the employee experience at the heart of the strategic project;
- with regard to proximity services, La Poste will draw on its physical network, augmented by digital solutions, in order to provide solutions to the needs of society in the Silver economy and Health sectors, the environmental and energy transition sector, and regional services.

Two subsidiaries, by the nature of their activities (real estate investment company and vehicle fleet manager), deploy social responsibility policies in support of all Group entities with the same requirements and specific procedures adapted to their business line expertise.

COMMITMENTS OF THE SERVICES-MAIL-PARCELS BUSINESS UNIT

The Services-Mail-Parcels business unit faces significant challenges related to its transportation activity, its large share of the Group's workforce and the profound changes taking place in

society. In 2019, this business unit defined its CSR policy for the period to 2025, built around the four commitments described below.

"Humanity is faced with considerable environmental and societal challenges: global warming, pollution, health crises, regional and digital divides, social inequalities, etc. The collective awareness of the urgency to act calls for strong commitments. Therefore, our ambition is to stay ahead of the curve as a company with a positive environmental and societal impact serving the regions and to be the accelerator of the environmental and energy transitions of all our customers. In particular, we are investing in responsible delivery with the acquisition of an additional 4,500 electric vehicles to ensure 100% low-carbon delivery in 22 cities by 2024."



Philippe Dorge Executive Vice President Chief Operating Officer of the business unit Services-Mail-Parcels

Commitments	Tasks
Act to protect resources and the climate, and contribute to the energy transition	Increase the share of low greenhouse gas and particulate emissions vehicles in the fleet. Train La Poste employees on eco-driving techniques and contribute to the circular economy
Offer responsible solutions to customers	The "Lettre Verte" (green mail), the Recygo office waste collection service, ecomobility solutions, energy renovation solutions with Action Habitat, and energy management solutions with SOBRE (the Group's energy management solution for service-sector buildings). 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	Establish partnerships with the SSE, get regions involved in carbon offsetting and develop local services and solutions for the elderly
Develop employee skills and keep them healthy to make the transformation a success	Implement policies to keep disabled people employed and roll out innovative programmes to protect employee health and prevent unfitness for work, while integrating diversity at all levels and in all the business unit's projects

COMMITMENTS OF GEOPOST: THE "DRIVINGCHANGE" PROGRAMME

GeoPost underlined its CSR commitment by launching the DrivingChange[™] programme in 2016. This programme covers the areas closest to its core business line in a pragmatic and efficiency seeking approach.

"2020 has had a profound and lasting impact on e-commerce and the delivery sector. I am proud of the resilience and success of all our teams around the world, and I believe that we are better placed than ever to become the European leader in low-carbon urban delivery and an international benchmark in this area. We have raised our ambition by committing to reducing our environmental footprint in 225 cities across Europe by 2025. By the end of 2021, we will deliver to 63 cities in France with low-emission vehicles."



Boris Winkelmann Executive Vice President Chairman of GeoPost

The DrivingChange programme is based on the following areas:

Commitments	Tasks
Committing to carbon neutrality	Committing to making each delivery carbon-neutral for all our customers, at no additional cost
Responsible urban deliveries	Improving daily urban life by expanding delivery choices while reducing environmental impact
Innovative entrepreneurship	Support local company development by sharing GeoPost's expertise and entrepreneurial spirit
Enterprise and civil society	Support and assist civil society through local action. Enable employees to get involved in a number of initiatives in two main areas: community transport and non-transport skills-based volunteering
Employer of choice	Offer all employees and partners a respectful, self-aware and more ethical professional environment

THE COMMITMENTS OF THE DIGITAL SERVICES BUSINESS UNIT AND THE LA POSTE NETWORK

Organisational decisions supporting the new strategic plan will contribute to the creation of a new business unit: the Retail Customer and Digital Services business unit. Over the years, La Poste has built up a logistics infrastructure to process billions of items and transactions mainly issued by professional customers and public administration. Today, in a world that is becoming increasingly digital and where the quality of the customer experience is decisive in the relationship between companies and their customers, Le Groupe La Poste has decided as part of its new strategic plan to make in-depth changes to its organisations in order to place the quality of services provided to its individual and professional customers at the very centre of its transformation.

"2020 was marked by unprecedented growth in digital activities driven by the new expectations of our customers. In one year, we have experienced the equivalent of three years of digital transformation. By developing platforms in record time such as maladiecoronavirus, "Devoirs à la maison" (homework) or the "plateforme des masques" (mask platform), Docaposte has made it possible to offer trusted digital solutions to citizens to maintain social interaction interrupted by the health crisis. laposte.fr has become an exceptional audience hub and our infrastructures have proven to be robust and secure. Thanks to this acceleration and the creation of the new Consumer and Digital Services business unit, in 2021 we will bring all the power to our delivery ecosystem, combining physical and digital technologies, to serve our customers through an ever more open and inclusive approach."



Nathalie Collin Executive Vice President in charge of Digital Services and Communication

This business unit⁽¹⁾, which will harness the power of digital technology with La Poste's retail outlet network, will be responsible for:

- developing the retail and business market for the Group;
- pursuing the Group's digital transformation and the development of digital technology as a growth driver;
- coordinating the local coverage of all the Group's retail outlets in France.

In addition to its key role in distributing and marketing the Group's product and services, the Retail Customer and Digital Services business unit plays also a pivotal role in the performance of the public service missions such as regional planning and banking accessibility and contributes to the universal postal service mission.

The improvements in the satisfaction of customers and local elected representatives will therefore be the key indicators of the success of this new organisation structure resulting from the Group's new ten-year strategic plan, "La Poste, committed to you".

⁽¹⁾ This business unit will bring together the La Poste Network, all marketing and sales operations for private individuals and professional customers and the customer experience through physical and digital channels, to provide an even better service to La Poste's customers. It will also remain responsible for the digital transformation of Le Groupe La Poste and the development of the digital business, essentially carried out by the subsidiary Docaposte.

COMMITMENTS OF LA BANQUE POSTALE

La Banque Postale's CSR policy is structured around 13 priority missions, each one broken down into dedicated projects and supported by monitoring indicators and qualitative or quantitative objectives.

"As a socially responsible bank with a distinctive positioning, La Banque Postale will remain fully committed to a fair transition that addresses environmental, societal, regional and digital challenges."



Philippe Heim

Executive Vice President Chairman of the Management Board of La Banque Postale

Commitments	Tasks
Commitments to customers	Ensure that everyone has physical and digital access to financial products and services
	Build a customer relationship based on ethics and quality
	Design and deliver a sustainable product and service offering
	Introduce systematic, robust management of extrafinancial risks
Commitments to employees	Offer support for staff mobility and training
	Ensure quality of life at work and employee well-being
	Provide equal opportunities for recruitment, career progression and promotion
Commitments to society	Enable growth of the local economy and communities
and local communities	Maintain a responsible purchasing policy with suppliers
	Support the civic engagement of employees
Commitments to the planet	Reduce the Bank's direct environmental footprint, for example via the carbon fund
	Minimise the environmental footprint of its products and services
	Foster the emergence of a circular economy

INVOLVEMENT OF POSTE IMMO, THE REAL ESTATE COMPANY OF LE GROUPE LA POSTE

With 50% of its real estate portfolio over 50 years old and an energy bill of around €90 million per year, Poste Immo has a strong environmental, social and economic responsibility. However, its commitments also provide an opportunity to create value, by treating the environment as a catalyst for growth and competitiveness. As part of its strategic plan, Poste Immo's Sustainable Real Estate policy is ambitious and has set itself new objectives for 2025. It is based on four pillars.

Commitments	Tasks
Energy	Strengthening the Group's energy model and reducing expenses thanks to the triptych:
	1. buy better, 2. consume better, 3. produce better
Climate	Reduce GHG emissions and be part of France's national low-carbon strategy (SNBC), but also make buildings more resilient to climate change
Circular economy	Prevent and manage construction waste, become a strong and committed player in reuse
Biodiversity	Make sustainable use of unbuilt spaces
	Help to protect wildlife and vegetation
	Optimise water management

THE COMMITMENTS OF VÉHIPOSTE, THE MANAGER OF LE GROUPE LA POSTE'S VEHICLE FLEET

Véhiposte furthers the Group's objectives by providing technological intelligence on biofuels and renewable energy. The subsidiary relies on numerous partnerships to make its service more environmentally friendly. Véhiposte incorporates new technologies across the entire fleet management value chain. It expresses its commitment through concrete and measurable actions:

- inclusion of environmental criteria in vehicle purchasing specifications, e.g. CO₂ emissions, percentage of vehicle reuse, etc.;
- reducing the carbon footprint by developing local maintenance and repair networks;
- ensuring an active technological watch on biofuels and alternative energies;
- developing expertise in industry innovations (green fuel, low rolling resistance tyres, water-free washing);
- training in eco-driving and responsible driving, while improving driver safety by means of connected vehicles;
- significantly increasing the percentage of clean vehicles in the Group's fleet: three- and four-wheeled electric vehicles, longwheelbase electric vans, gas-powered vans, prototypes of multifuel vehicles with modular volume;
- upholding responsible working conditions in the Company, as well as at its partners and subcontractors.

2.5 Interest representation and participation in industry debate

2020, marked by the health crisis and the strong joint rise of digital and e-commerce, was intense in the area of corporate responsibility (civic agreement, recovery plan, implementing decrees of the mobility policy law, decrees implementing the law on combating waste and the circular economy).

COMMITMENTS OF LA POSTE

Worldwide, the interests of Le Groupe La Poste are, for the most part, defended by the Universal Postal Union (UPU) and its restricted union, PostEurop. La Poste also belongs to the International Post Corporation (IPC), an industry body giving a collective voice to the world's major postal organisations. The IPC provides leadership in the areas of service quality, interoperability, climate commitments and research.

After the Paris Agreement on climate change was signed in 2015, IPC joined the Science-Based Targets movement and committed to reducing greenhouse gas emissions by 20% per letter and parcel delivery by 2025, from the base year of 2013 (Scopes 1, 2 and 3). Le Groupe La Poste has also signed up to the Science-Based Targets initiative. La Poste SA's carbon trajectory was approved in 2019.

For the second consecutive year in September 2020, La Poste took part in Green Postal Day, an initiative launched by the Chairman of Le Groupe La Poste, Philippe Wahl, as part of IPC in September 2019. This annual postal sector event showcases the environmental commitments made by international postal companies.

In Europe, since 1983, La Poste has maintained a representative office in Brussels responsible for monitoring issues that concern the European Union, representing the Company and defending its interests with the EU institutions. La Poste is registered on the European Union's Transparency Register. It is also assisted by a specialised consulting firm.

At the level of European affairs, 2020 marked the real inauguration of the new European Commission of Ursula Von der Leyen and the renewed European Parliament. Despite the disruptions caused by the Covid-19 pandemic, the European Commission was particularly active with the launch of the major projects of its mandate: Green Deal, digital Europe and industrial strategy in particular. All these topics were the subject of public consultations; in 2020, La Poste responded to 17 of them.

The topics of interest monitored by La Poste focused on changes in the regulatory framework for Postal Services, the digitisation of the economy, competition issues, and environmental and social issues:

 La Poste closely monitors changes in the postal legislative framework. It responded to several commission consultations on the evaluation of the regulation on cross-border parcel delivery and on the evaluation of the Postal Services Directive;

- as its business has evolved, La Poste has become more engaged with issues surrounding the digitisation of the economy. La Poste followed the Council discussions on privacy and electronic communications directive, as well as the implementation by the various regulatory authorities of the General Data Protection Regulation. It also responded to the White Paper on artificial intelligence, cybersecurity, the new consumer agenda and positioned itself on the review of the electronic identity directive (eIDAS);
- the issue of fair competition between the physical and digital world is particularly sensitive for La Poste. It actively followed the discussions that led to the publication at the end of December 2020 of two draft regulations aimed at regulating the major structuring platforms and redefining the responsibilities of online players (Digital Markets Act and Digital Services Act). La Poste also expressed its opinion on the advisability of changing the competition rules in force during the consultations held for the implementation of a new competition tool and to assess the relevance of current market definitions;
- with regard to environmental and social issues, La Poste has positioned itself on the "Climate Ambition 2030" action plan, the renovation of buildings, the extrafinancial reporting of companies, the new consumer agenda and the commission's action plan for smart and sustainable mobility, as well as alternative fuel charging infrastructure, in line with its CSR strategy. Le Groupe La Poste also contributed to the revision of the regulations on reducing packaging waste.

2020 also saw a range of complex international challenges:

 La Poste contributed to the work of the European Commission by taking part in meetings on security (ICS2) and customs (lowvalue items) issues in order to highlight the specificities of postal operators. The coordination of PostEurop's ICS2 working group allowed for better coordination of European Postal Services vis-à-vis the European Commission and the reporting of problems encountered by postal operators. La Poste ensured the proper coordination of its actions with the national (Direction générale des douanes et droits indirects) and international level (intervention by the commission at the Universal Postal Union [UPU] and the finalisation of the electronic data exchange model concerning early warning and the application of transit to the UPU postal model);

- the Representative Office monitored the progress of the negotiations concerning the United Kingdom's withdrawal from the European Union and the signature of a free trade agreement in order to better anticipate the impacts (primarily customsrelated) on the Group's activities;
- Philippe Wahl co-chaired the EU-Japan Business Round Table which held its annual meeting on 5 November 2020. The recommendations approved on this occasion notably underline the need for a reinforcement of regulatory cooperation and new standards to enable a green and sustainable recovery;
- La Poste occupies a major CSR role within PostEurop. It chairs the PostEurop CSR Circle, which brings together European postal operator CSR specialists and leads a number of working groups on environmental issues, training, occupational health and safety and social dialogue. The main objectives of the Circle are to give PostEurop Members a forum for exchanging best practice and be a CSR developments knowledge centre, in particular through projects on specific fields of interest funded by the European Commission. In this context, in 2020, it was also awarded the PostEurop CSR Award in the "Company" category for its "Guaranteeing digital access for all" programme.

La Poste also fulfils a number of duties for the European Social Dialogue Committee for the postal sector (SDC), comprising representatives of postal sector operators and unions from the European Union member states. The SDC is jointly run by the European social partners, under the auspices of PostEurop which represents postal operators, and two trade unions UNI Europa Post & Logistics and CESI, on the union side. Its main missions are to advise the European Commission on social policy initiatives and developments in European policy which could have a social impact on the postal sector, to encourage and promote social dialogue within the postal sector to help develop employment and improve working conditions for employees, and to discuss structures to allow negotiations between the partners in the sector. In this context, 2020 specifically saw the signature of a joint contribution in response to the consultation on the evaluation of the Postal Services Directive. The SDC has also launched a project on the impact of digitisation on skills and the working environment.

In France, the Group has set up a parliamentary watch. This allows the Company's entities to jointly assess the impact of the bills presented to Parliament. Regular discussions are held with French MPs to report on postal strategy.

MPS will be involved in a participatory approach to defining a new La Poste 2030 strategic plan. Discussions will take place over breakfasts held at *Musée de La Poste* (La Poste Museum), at the invitation of the Group's Chairman and Chief Executive Officer.

La Poste also partners with the main national associations that act for elected officials and represent local authorities at all levels. In 2020 these associations and their local, departmental and

regional members will also be consulted as part of a participatory approach to preparing a future strategic plan, in order to determine to what extent La Poste can help them to deploy regional public policy for their citizens.

In response to the provisions of France's "Sapin 2" Act regarding the representation of interests, La Poste has bolstered its corruption prevention plan.

As such, La Poste has introduced initiatives to promote responsible institutional relations, in line with the values set out in its reference guide to ethics and professional conduct and in its Representation of Interests Charter:

- mapping of the various influencing actions within the Group;
- awareness-raising and education of the relevant roles;
- coordination of national and local initiatives;
- development of a guide for elected representatives, also rolled out at the regional level.

Moreover, as part of its ethical approach, in order to establish a dialogue with the bodies that oversee lobbying, Le Groupe La Poste has appointed a contact person in accordance with the recommendations of France's High Authority for Transparency in Public Life (HATVP).

Similarly, Le Groupe La Poste has been identified as one of the first 200 companies, associations and consulting firms in France to have declared its lobbyists. As such, the following individuals were declared to comply with the regulations: Yannick Imbert (Group Head of Regional and Public Affairs), Smara Lungu (Regional and Parliamentary Affairs Delegate), Vincent Moulle (Head of Institutional Relations and Regulatory Affairs), Philippe Regnard (Group Head of Institutional Relations – Digital Services), Camille Perez (Parliamentary Monitoring and Research Officer).

The audit for 2017, 2018 and 2019 is closed. The HATVP believes that the declaration made by La Poste meets the requirements and the spirit of the guidelines it has defined. It is also a recognition of the professionalisation work undertaken by the Parliamentary Monitoring Committee, in conjunction with the Ethics Department.

Finally, with a view to declaring lobbyists at the local level (1 July 2021), the Group intends to enhance its cooperation with and investment in Transparency International.

In 2019, La Banque Postale joined the French Banking Federation (*Fédération bancaire française* – FBF) Climate Committee. It also pursued its contributions to ACPR working groups on governance, measuring the climate risk and preparing future stress tests.

La Banque Postale endeavours to communicate its values through its involvement with organisations known for their CSR promotion. It also occupies an active role in various working groups led by the Study Centre for corporate social responsibility (*Club Finance de l'Observatoire sur la responsabilité sociétale des entreprises* – ORSE), the Public Committee of the Responsible Investment Forum (*Forum pour l'investissement responsable* – FIR), and MEDEF's CSR and extrafinancial performance committees. La Banque Postale joined the Paris Europlace Finance for Tomorrow initiative in 2018, to promote climate measures implemented by the Parisian financial markets.

At the local level, La Poste's Chairman and Chief Executive Officer has appointed Group representatives responsible for relations with local stakeholders (elected officials, institutions, non-profit organisations, socio-economic actors, etc.). These representatives are:

- the Group's regional representative, for each region;
- the local relations officer, for each administrative department.

Their role is to ensure that the Group upholds its commitments to these stakeholders. The Group's representatives must also support its transformation, especially with the roll-out of new Postal Services designed to serve the public interest and meet new societal needs. For its part, La Banque Postale is the leading bank lender to local authorities and public hospitals. It maintains ties with local public-sector stakeholders via a local Finance Steering Committee made up of elected officials, former MPs and subject experts. The Committee performs planning, monitoring and advisory activities (risk assessment, monitoring new developments, proposing new services, etc.). La Banque Postale also uses the expertise of its Research division to monitor local finances and their development.

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

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 officials of all democratic parties are dealt with respectfully.

In the context of its positions taken during government consultations, in 2020, La Poste participated in the drafting of decrees implementing the law on the circular economy.

COOPERATION AGREEMENTS WITH FOREIGN POSTAL OPERATORS

Le Groupe La Poste works closely with foreign postal partners through bilateral talks and cooperation agreements, to share CSR best practice and promote its environmental and societal commitments.

For example, in 2019 La Poste participated in the "Sustainability" study organised by USPS/OIG to share its experiences on developing "green" initiatives such as the Recygo range, the "Lettre Verte" (green mail), carbon offsetting, and Chronopost 100% green delivery in Paris.

In 2020, Le Groupe La Poste continued to carry out international cooperation initiatives through bilateral agreements with **Japan Post, Vietnam Post, Poste Maroc (Morocco), La Poste Tunisienne (Tunisia) and La Poste de Côte d'Ivoire (Ivory Coast)**. The most recent cooperation agreement signed with La Poste Côte d'Ivoire in September 2019 covers support for modernising Ivory Coast's logistics network as part of the growth of e-commerce flows, as well as training.

CSR is one of the priority areas promoted by the Group in its agreements. By way of illustration, the following actions were carried out:

 as part of the cooperation agreements with Poste Maroc, CSR was one of the key areas covered by the cooperation agreement signed by La Poste and Barid Al-Maghrib (BAM) in 2012, and renewed in July 2017. In 2020, the two groups worked on the following topics: circular economy, carbon neutrality and renewable energy, disability policy, contribution to the work of the international philatelic conference. Despite the impacts of the health crisis, the following actions were carried out with Poste Maroc, such as sharing the experience of self-employed entrepreneurs and the best way to promote their activity on digital platforms such as digital marketplaces, discussions on La Poste's Corporate Foundation themes and feedback on the system for renovating company workspaces in order to improve the working environment of employees, etc.;

- the presentation of Le Groupe La Poste on Urby and urban logistics during the General Shareholders' Meeting of the Union des Postes pour la Méditerranée (Euromed Postal) in November 2020 can also be noted;
- as part of the cooperation agreements between Le Groupe La Poste and Japan Post.

Since 2008, Le Groupe La Poste and Japan Post have been working together on topics of mutual interest, including those related to CSR. Every year, except in 2020, field visits have been organised alternately in France and Japan leading to the sharing of information and best practices.

In 2020, gender equality and human resources policy are at the heart of discussions, as well as the optimisation of postal processes and the challenges of e-commerce in terms of customs and tax regulations.

The topics covered also concern:

- electric vehicles (cars, 2- or 3-wheeled vehicles and push bikes) or other types of vehicles (hydrogen, hybrid), battery production, recharging infrastructure and even eco-driving;
- diversity and gender equality mechanisms; this theme is particularly sensitive in Japan;
- HR policy and particularly training requirements due to changes to postal business;
- sustainable development initiatives such as Recygo or wooden pallet recycling.

ASSOCIATIONS AND THINK TANKS OF WHICH LE GROUPE LA POSTE IS A MEMBER

2020 confirmed the need to explore new themes, ideas, frameworks and tools in order to face the multidimensional complexity posed by climate issues, the potential of the circular economy and inclusive growth. In the exercise of its social responsibility, Le Groupe La Poste (at the level of the Group, the business units or the subsidiaries, supported by members of the Executive Committee or committed employees) thus participates in the activities of numerous associations and think tanks. It contributes to debates on topics in which it takes a particular interest, and shares best practice.

"It is based on an ever larger community that we will be able to build the 'world of the future' ".

Cross-functional issues	
Club développement durable des établissements et entreprises publics (CDDEEP)	Participation in plenary sessions and working groups on the UN's SDGs Participation in the CDDEEP's proposal for the French government's Assises de la mobilité consultation
Alliance pour le mécénat de compétences (Alliance for skills- based volunteering)	Discussion on employee commitment in skills-based volunteering and its impact on society Participation in working groups Creation of a skills sponsorship barometer One member of the Board of Directors
Committed companies laboratory (Lab2e)	Endowment fund created in 2020 at the initiative of the association <i>Solidarités nouvelles face au chômage</i> (SNC) with the aim of strengthening links between employers to promote, define and implement recruitment and integration practices for employment researchers in the context of responsible practices A member of Le Groupe La Poste is on the Board of Directors of Lab2e
Les entreprises pour la cité (Businesses for the city – LEPC)	Network of companies involved in social innovation, in particular on issues relating to equal opportunities and the integration of young people, diversity in companies and philanthropy and investment in citizens Participation in working groups – Sharing experience between companies One person in full-time skills sponsorship until September 2020
Collectif Génération Responsable	Association whose purpose is to promote the improvement of the environmental and social quality of retailers and distribution networks in a context of sustainable development. The Collective organises an annual Distribution Forum in which Le Groupe La Poste Network participates
Responsible digital	
Institute of Responsible Digital Services	La Poste is one of the founder members of the Green IT Club created in 2011. In January 2019, the Club became the <i>Institut du numérique responsable</i> (Institute of Responsible Digital Services – INR) to incorporate the "3P" vision (Published the white paper "From Green IT to sustainable digital services") La Poste also participates in two panels: the "major companies" panel and the "eco-design of digital services" panel As a member of the INR, La Poste also fulfils numerous requests from companies, think tanks, workshops,
CIGREF (association des directeurs de systèmes d'information de grandes entreprises françaises – Association of Information Systems Directors of large French companies)	user clubs and others to provide information on responsible digital use Participation in work on digital, ethical and responsible issues Co-editor of the digital sobriety report
Conseil national du numérique (National Digital Council – CNum)	Participation in the work of the CNNum on the Digital and Environment roadmap to implement the recommendations of the White Paper of the same name
FING (Fondation Internet Nouvelle Génération – New Generation Internet Foundation)	Participation in the work of the RESET and CAPACITY LAB programme (research agreement): inter- company working group on digital inclusion
Social and regional cohesion	
Le Rameau	Dynamic Alliance research and support
Fédération des parcs naturels régionaux de France (France Federation of Regional Natural Parks – FPNRF)	Promoting and working on developing local activity and appeal, creating new forms of presence, new types of mobility and reducing energy consumption. Creation of a <i>Prêt à Poster</i> (ready to post) with the parks in 2020

Energy and environmental transitions

Airparif	The Group is a member and member of the Board of Directors of this Air Quality Monitoring Association
Institut national de l'économie circulaire (Institute of Circular Economy – INEC)	The Group is a member of the Board of Directors Co-construction of positions on implementing decrees for the law on the circular economy Partner of regional <i>Rendez-vous de l'économie circulaire</i> (circular economy meet – one meeting in 2020) Presentation of financing offers for local authorities' circular economy projects Participation of experts from subsidiaries (LBP AM, Poste Immo) in thematic working groups (finance, construction)
Alliance ComptaRegeneration 2020	Participation in discussions on the evolution of accounting in companies, to integrate environmental and societal issues
Orée	La Poste is a director of the association Several CSR experts take part in peer-to-peer meetings (e.g. circular economy working group: value creation and local roots)
Fondation nationale entreprises et performances (FNEP)	Contribution to FNEP's creation of the concept and the "#sobériser" association, innovating to create a sustainable world and adding value to the Group's frugal innovation
Fabrique écologique	Participation in thought on the jobs of the future brought by the energy transition and on La Poste's role as an employer
Laboratoire de la mobilité inclusive (LMI)	Le Groupe La Poste is a member of the LMI. Since its creation in 2013, the LMI has supported the development of mobility for all. The Laboratory is positioned as a centre of resources and expertise and as an institutional partner, a key player in the public debate
Entreprises pour l'environnement (EpE)	Participation in the "Climate Change", "Resources", "Biodiversity" and "Environment and Health" Commission Presentation of the Group's carbon policy as part of the work on standardisation of neutrality Lobbying for the electric vehicle sector in the context of the recovery plan and annual budget act
Avere-France	Representation of Le Groupe La Poste (Véhiposte) on the Board of Directors, the Institutional Relations Committee and thematic groups Lobbying for the electric vehicle sector in the context of the recovery plan and annual budget act
Club des voitures écologiques (CVE) and Club du dernier kilomètre de livraison (CDKL)(led by Compublics)	Monitoring the implementation of the mobility policy act Participation in parliamentary breakfasts at national and European level Contribution to the CVE and CDKL strategy Lobbying for the electric vehicle sector in the context of the recovery plan and annual budget act
Institut français pour la performance du bâtiment (IFPEB)	Poste Immo is a participating member and a Board member, takes part in the CUBE 2020 competition and contributes to workshops on energy flexibility, life cycle analyses and the E+C-label
"Large users" group, Observatoire de l'immobilier durable (OID)	Poste Immo is a participating member and a Board member Practice-sharing and promoting sustainable development in real estate Contribution to the annual publication of indicators tracking the environmental performance of service- sector buildings

2.6 Extrafinancial recognition

A recognised and rewarded societal commitment

In a context of rising demands in terms of extrafinancial performance, the quality of Le Groupe La Poste's societal commitment continues to be recognised and rewarded by extrafinancial rating agencies. The year 2020 was thus marked by improved societal and environmental performance:

- Vigeo Eiris (a European rating agency specialising in CSR assessment) is distinguished by a very comprehensive assessment system covering environmental and climate issues, social issues, human rights, ethics, responsible purchasing and governance. For the second year in a row, the Group ranked first in the world, all sectors combined, out of 4,907 companies assessed by Vigeo Eiris. The overall score increased by one point to reach 76/100. The very high score of 91/100 on the environmental pillar is noteworthy;
- CDP (an international non-profit organisation, a reference for assessing companies on climate change) ranked Le Groupe La Poste among the 29% best companies in the world in its rating. Rated A- on the "Climate Change" component for the second year in a row Le Groupe La Poste confirms its leadership position. The Group's alignment with the TCFD recommendations was welcomed by this assessment;
- Sustainalytics (an international ESG rating agency) assesses companies on two levels, firstly the level of exposure of the company to ESG risks and, secondly, its effective management of these risks. Le Groupe La Poste's performance improved significantly over the last assessment campaign, with lower risk exposure (13.6 vs 20.1) and a strong increase in the management score (62.4/100 vs 47.4/100). The Group takes top places in the rankings: first place of companies in the Air Freight and logistics sub-sector (out of 63 companies assessed in this sector, vs 13th position in the last assessment), third place in the Transport sector (out of 318 companies assessed in this sector, vs 42nd

position), 521st place in the portfolio of more than 12,800 companies rated by Sustainalytics;

- in December 2020, ISS (an international rating agency specialising in ESG assessment) awarded Le Groupe La Poste "Prime" status as a leading company in its sector. With a rating of C+, the Group ranks among the top 5% of companies in the sector (world) in 2020;
- in 2020, IPC (group of major global postal operators) launched the new sectoral programme to achieve the sustainable development objectives of the postal sector. In September 2020, La Poste obtained a score of 72.8/100, ranking it first among the major postal operators. It stands out for its advanced position in the fight against climate change and for air quality;
- EcoVadis (global platform for assessing and pooling CSR and responsible purchasing performance) awarded the Group a score of 78/100 which corresponds to the new Platinum medal (the highest level of recognition among more than 60,000 companies assessed by EcoVadis worldwide);
- In 2020, the extrafinancial rating agencies also assessed the policies and actions carried out by La Banque Postale. With a B- rating and "Prime" status, La Banque Postale ranks first among the international financial institutions assessed by the ISS-ESG agency. This ranking reflects the quality of the CSR actions implemented. In addition, the Vigeo-Eiris agency confirmed these good results by awarding La Banque Postale a rating of 71/100 (+2 points), which places it first in the banking sector and tenth in the world, across all sectors. La Banque Postale is also actively involved in the rating of the Sustainalytics agency. In February 2021, it obtained a rating of 91/100 (up 4 points compared to last year), which allows it to be ranked third in the world (out of 344 banks analysed) and number one in France. This rating gives it the status of "leader" and ranks it as the sixth bank in the world and number one French bank for its extrafinancial performance. Finally, for the fifth consecutive year, the MSCI agency maintained its "AA" rating.



- (1) Sustainalytics introduced a new ESG Risk Rating methodology in September 2018. Reminder: Medium risk in 2019. 1st position of companies in the Air freight and logistics sub-sector (out of 63 companies assessed in this sector, vs 13th position at the last valuation), 3rd position in the Transport sector (out of 318 companies assessed in this sector, vs 42nd position), 52^{1st} place in the portfolio of more than 12,800 companies rated by Sustainalytics.
- (2) CDP's leadership level includes companies rated A and A-. More than 9,500 companies worldwide are assessed by CDP on the subject of climate change.
- (3) The Platinum level is awarded to companies with an overall score between 73 and 100. Le Groupe La Poste is part of the **Top 1% out of 17,000 companies** assessed worldwide.
- (4) The methodology and scope changed in 2019. The new IPC scope includes social aspects and resource management. 19 post offices around the world participate in this new programme.









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Ambitions

Its history and its public service missions have made La Poste a privileged partner of the French regions. Its **coverage**, a combination of physical and human networks, enables it to act on a daily basis. It aims to enable everyone to live well in all parts of the country. La Poste's ambition is to contribute to the development and cohesion of the regions and to promote social inclusion, thus creating a positive impact.

For regional cohesion, La Poste is committed to making its services accessible to as many people as possible, supporting local economic development and supporting social innovation. La Poste ensures the interconnection of regions through its physical and digital networks, up to the last mile. Through its various modes of presence – nomadic or fixed, on its own or in partnership – La Poste adapts to the local community and helps maintain public services in the most isolated areas. Lastly, it is a major financier of local authorities and an active support for the development of emerging sectors such as the circular economy, crowdfunding and urban logistics.

In order to promote social inclusion, the Group develops useful, innovative and inclusive local services for all. The ageing population and the movement towards the suburbs and the countryside are causing isolation and even exclusion. Young people also face difficulties in integrating into society. The Group thus supports young people as they enter the workforce, and seniors in ageing well at home. It ensures banking accessibility for the most disadvantaged, promotes the inclusion of people excluded from employment via a responsible purchasing policy. It supports integration and equal opportunities, supported by the civic commitment of its employees.

To live up to our mission, this inclusive corporate approach for the benefit of all its stakeholders, customers, suppliers, employees and local authorities will continue to foster social interaction and facilitate the exchange of goods and services and develop highperformance, civic-minded and sustainable solutions. Human proximity, regional roots, equity and universality of services are at the heart of our priorities in the new strategic plan.

Through its new strategic plan, "La Poste 2030, committed for you", La Poste has also set itself the goal of continuing to combat the regional divide beyond its public service missions, by relying on the strength of its network to propose, for example, an expanded "France Services" offer, or by supporting social innovation in the regions with a target of 150 partnerships per year by 2030 with social and solidarity-based economy structures. La Poste also wants to strengthen its actions in favour of digital inclusion and has set itself the goal of supporting one million people in situations of illectronism.

占 Ambition 2030

- Reinforce the passion to serve customers at the highest level of quality, remain the customer's preferred intermediary and win new customers (professionals, young people, etc.)
- Assert a strong and coordinated physical presence, with the objective of increasing the number of physical access points to a Group service in France by 2025 to 40,000
- Promote social innovation, in particular to support SSE structures, with a target of 150 partnerships
- Be a major player in the Silver economy and ageing well at home
- Become a company with a mission whose activity creates a positive impact for society, and demonstrate La Poste's civic, social and societal responsibility

"Ever more present, thanks to the combined power of its physical, digital and human networks in the service of customers and development."

17,000 La Poste retail outlets



and Silver economy division

partnerships within the Dynamic Alliance

200,u customers supported

by La Banque Postale's "L'Appui"

1.5 million

customers benefitting from La Banque Postale's banking accessibility mission

> 935,170 **French Highwav** Code exams in 2020

For **97.1%**

of the population to be less than

by car from a La Poste retail outlet

5 km or less than 20 minutes



Close to 500,000

direct and induced jobs supported in the regions

since 2013

€26 million

purchases from the disability integration sectors

€15 billion in funding to the local

public sector

€15 billion

impact on regional GDP through La Poste's purchases and employment

and economic

work-study students from the "Quartiers prioritaires de la Ville" (urban priority neighbourhoods)

1 №veriy Ř*ŤŤ #Ť	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED REQUILITIES	16 PEACE JUSTICE AND STRONG INSTITUTIONS
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Nearly 8,000

young people supported towards professional integration (internships, work-study programmes, recruitment)

Report at the end of 2020

	Le Groupe La Poste		
	2020	2019	2018
Regional planning ^(a)			
Proportion of the population which is less than 5 km or less than 20 minutes by car from a La Poste retail outlet	97.1%	95.6%	95.7%
Adaptation of regional coverage formats			
Number of retail outlets in partnerships	9,377	9,265	8,990
Number of theoretical driving license tests taken at La Poste	935,170	968,101	835,324
Contributing to regional economies			
Number of jobs supported ^(b)	493,000	460,000	103,870 ^(c)
Percentage of SME/VSE/ETI suppliers	84%	81%	80%
Financing local and regional authorities			
Financing of the local public sector (local authorities, social housing associations, local public sector companies, healthcare establishments) (in billions of euros) ^c	15	15.7	16
Amounts of green loans to local authorities (in millions of euros)	1,000	300	-
Increasing revenue related to the Silver economy and Health			
Revenue (in millions of euros)	185	170	137
Developing solutions tailored to financially vulnerable customers ^(d)			
Number of Livret A savings accounts with outstandings of less than €150 (in %)	49%	51%	51%
Number of customers supported by "L'Appui"	29,868	39,660	40,891
Promoting social mobility and equal opportunities			
Percentage of part-time employees from urban priority neighbourhoods	11%	13%	ND

(a) In accordance with the postal coverage agreement, the Group's objective is to reach 90% of the population within 5 km and less than 20 minutes by car from a La Poste retail outlet.

(b) Study carried out in 2020 on 2019 data, with the scope of entities expanded year after year to quantify the jobs supported through its purchasing expenses and salaries paid, thanks to the Local Footprint® tool.

(c) Calculated impact on procurement expenditure only in 2018.

(d) Data relating to La Banque Postale.

3.1 Contributing to regional development and cohesion ²/₂

By combining human proximity and technological maturity, La Poste helps tackling regional inequality. It gives local authorities the resources to act, enables retailers and companies to grow and gives citizens more freedom.

To contribute to regional development and cohesion, La Poste is committed to:

- adapting its coverage formats to the needs of the regions: by being ever more present thanks to the combined power of its physical, digital and human networks in the service of customers and citizens, La Poste is committed to combating the regional divide;
- supporting local authorities in their transitions: by offering numerous services to local authorities enabling them to conduct

and finance public policies related to supporting demographic, ecological and digital transitions within their regions;

- supporting local economic players in their development: by developing local services and appropriate financing solutions, La Poste supports local economic players and is a major player in regional economic development;
- **innovating at the heart of regional ecosystems:** by developing local alliances with players in the social and solidarity-based economy, La Poste contributes to a more sustainable and inclusive economy and better responds to the specific needs of each region;
- developing a responsible purchasing policy: a major driver of the Group's performance and innovation, purchasing is also a key factor in the integration of societal and environmental issues.

3.1.1 ADAPTING POSTAL COVERAGE FORMATS TO LOCAL NEEDS

Anchored throughout France, La Poste is adapting to changing habits in working, consuming and living. In rural areas as well as in cities, it adapts its forms of presence to the typology of needs. New technology and societal innovations enable La Poste to respond appropriately to its customers, partners and local authorities, partnering with them with a view to continuous improvement. Through the variety of its formats, the strength of its commercial organisations and the modernisation of its commercial spaces, La Poste Network provides a comprehensive response to its customers' expectations.

Le Groupe La Poste has developed a unique model of regional consultation with elected representatives, based on a dual system of local and national governance, embodied by the Departmental Commissions on local postal coverage (*Commissions départementales de présence postale territoriale* – CDPPT) and the National Postal Coverage Observatory (*Observatoire national de la présence postale* – ONPP)⁽¹⁾. This system makes it possible to decide and carry out the necessary changes to the Group's network of retail outlets according to the specific needs of each region.

Changes in the La Poste Network's regional coverage

Through all of these channels (physical, remote and human), La Poste is:

- in physical contact with approximately two million people every day;
- linked to 29 million unique visitors per month via remote channels (www.laposte.fr).

With a national coverage of 16,943 La Poste retail outlets, 97.1% of French people have access to its Postal Services within a travelling distance of less than 5 km, in line with its public service mission⁽²⁾ (for 90% of the population to be less than 5 km or less than 20 minutes by car from a La Poste retail outlet).

La Poste operates 7,566 post offices $^{\scriptscriptstyle (3)}$ and 9,377 offices in partnership.

⁽¹⁾ The National Postal Coverage Observatory is the national governance body that oversees the regional planning mission entrusted to La Poste. The Observatory specifies the terms and conditions of application of the postal equalisation fund and monitors the implementation of the provisions of the local postal coverage agreement for 2020-2022. NB: The fifth three-year local postal coverage agreement, signed in February 2020, specifies the common areas of work, in line with the public service mission of regional planning. Many of these actions are implemented through partnerships with actors from the social and solidarity-based economy (SSE) and support for local social innovation ecosystems.

⁽²⁾ Accessibility in respect of universal service: In regard to the accessibility of the universal postal service, Article R. 1-1 of the French Postal and Electronic Communications Code specifies that at least 99% of the French population and at least 10% of the population in each department must live less than 10 km from a retail outlet, and that all municipalities with more than 10,000 inhabitants must have at least one retail outlet for each section of 20,000 inhabitants.

⁽³⁾ Not counting the other 26 offices with special status (including military offices).

The 7,566 post offices sell to private individuals and professionals:

- Banking and Insurance services, ranging from standard transactions to personalised advice with a comprehensive range of products and services;
- Mail services such as pre-paid envelopes, "Lettre verte" (green mail), postage, collection of items on hold, mail forwarding, etc.;
- parcels and express services: sale, drop-off and pick-up, etc.;
- mobile telephone services.

Some offices also market inclusive offers such as "Watch Over My Parents" or the general theory test for driving licenses (see Section 3.2.1).

In addition to the traditional La Poste offices, there are also:

- 1,003 offices operated by a postman-counter clerk, who divides his/her time between the office and the delivery of mail and parcels;
- 323 Maisons de Services au Public (public service areas), operated by La Poste but which offer a dozen public services including La Poste (notably from the French Ministries of Finance, the Interior, Justice, Health Insurance, Pension insurance and the MSA, Family Allowances fund, Employment Office, etc.);
- 191 offices with the "France Services" label offer the same services as the public service areas but are operated by staff who have undergone intensive training. La Poste aims to obtain the label for some of its public service areas, by improving the service offered to customers according to specifications enabling them to be certified; the national goal is to deploy a France Services area in each canton by 2022, part of which will be operated by La Poste;
- 1,929 societal priority offices located in urban priority neighbourhoods, customer reception and working conditions are improved to adapt to customer needs.

More than half of the retail outlets are operated in partnership with public service organisations, shops and associations. Thus, the 9,377 retail outlets, operated in partnership, take different forms:

- La Poste local postal agencies (municipal and inter-municipal postal agencies), hosted on the premises of a town hall. At the end of 2020, there were 6,550 local postal agencies. These agencies offer most post office services. This cooperation strategy demonstrates the Group's ability to bring together local players for the benefit of the general public and to adapt in consultation with elected officials;
- "La Poste Relais" outlets (urban relays, rural relays, social and solidarity-based economy relays); at the end of 2020, there were 2,827 "La Poste Relais" outlets at retailers, traders or associations that had been commissioned by La Poste to provide Postal Services and, in rural areas, basic financial services. La Poste has six partnerships with ESATs⁽¹⁾ and 13 partnerships with social and solidarity-based economy structures at the end of December 2020. Rural multi-service outlets, solidarity-based grocery stores, solidarity concierge services and community cafés help to maintain a social interaction between residents of isolated municipalities by providing them with the services

they need for their everyday consumption. By prioritising short supply chains through sourcing local products, these businesses are also contributing to the environmental transition. A total of 35 "La Poste Relais" outlets are operated by players in the social and solidarity-based economy.

A Network in the service of customers and accessibility

La Poste Network is the Group's multi-business distribution network with focus on banking for "Retail" and "Professional" customers. Its founding mission is to welcome, serve and advise individual and professional customers of La Poste, La Poste Mobile and La Banque Postale.

La Poste Network takes into account in its CSR approach the social and environmental issues of accessibility, digital inclusion, ecodesign, reduction of energy consumption and waste recycling. **The organisation serves the development and satisfaction of our customers and each of our stakeholders**: surveys are conducted by external and independent organisations to measure and monitor changes in satisfaction. Thus, in mid-2020, 94% of individual customers said they were satisfied with their last experience in a post office (IPSOS Barometer – June 2020). 92% of customers visiting partner outlets said they were satisfied (BVA Barometer – annual 2020).

The **health situation due to the Covid-19 pandemic** and two lockdown periods impacted the Group. Initially, the post offices focused on their public service missions (in particular, payment of social benefits for 1.2 million beneficiaries); then they expanded the offer and a special effort was made for the summer period with an optimal opening of the offices by using 3,000 people on fixed-term or temporary contracts to reinforce the operational teams. All customers were received in strict compliance with health guidelines.

A national mutual aid scheme based on voluntary work by the Group's employees was proposed to support the teams in the offices.

For more than ten years, the La Poste Network has been involved in a major modernisation program to facilitate the accessibility of post offices, products and services to disabled people. As part of the scheduled Accessibility Agenda (Ad'AP), a commitment was made to continue to make post offices accessible within a timeframe from 2016 to 2024. At the end of 2020, 6,350 post offices (i.e. 80.5% of post offices) have a sales area accessible to all disabilities, including 4,750 (60.2% of the fleet) - i.e. 2.5 points more than in 2019 - with exterior access for people with reduced mobility (PRM). At the end of 2020, 97.3% of post offices equipped with Automated Teller Machines (ATMs) have at least one ATM accessible to people with reduced mobility. Accessibility of La Banque Postale ATMs to people who are blind or partially sighted increased by eight points in one year, rising to 90.8% at 31 December 2020. Finally, 100% of the 2,789 ATMs located inside the offices are accessible to disabled people.

⁽¹⁾ Companies and organisations that primarily employ people with disabilities, where employees with disabilities perform certain postal activities.

6,063 post offices (*i.e.* 79%) are equipped with a sound amplifier for better communication with people who may or may not wear a hearing aid. In addition, customer appointments with a French Sign Language interpreter have been possible since 2014. Lastly, by the end of 2020, 78.8% of the Network's employees in contact with customers had taken an e-learning training course on the theme of welcoming customers with disabilities.

La Poste Network, holder of the Enseigne Responsable label, awarded at the 2020 R-Awards of the Collective Génération Responsable

For the 11th edition of the Retail Forum, the Collective *Génération Responsable* awards were given in January 2021 to companies for their continuous improvement approach in favour of sustainable development.

Three La Poste Network initiatives were selected and rewarded:

- energy optimisation of buildings;
- waste management in partnership with Lexmark for the collection of ink cartridges;
- action for the digital inclusion of customers aiming to detect and train people far from digital technologies.

Optimisation of the GeoPost network in France and internationally

In order to offer parcel recipients more flexibility and choice in terms of delivery methods, in 2009 GeoPost acquired Pickup Services, a specialist in the development of out-of-home delivery solutions with retail pick-up and drop-off points (tobacco shops, newspapers, bookstores and stationery shops, etc.) or pick-up and drop-off points in larger stores (mass retail, store network, franchise network). Today, GeoPost has one of the most extensive networks of pick-up and drop-off points in the market. This network consists of:

- more than 50,000 Pickup points (pick-up and drop-off points and lockers) in 28 countries worldwide, including 13,370 Pickup points in France, 6,807 in Germany, 6,670 in Russia, 2,664 in Poland, 4,457 in the United Kingdom, and 1,805 in Spain, and also 7,700 in Scandinavia, thanks to the PostNord group's strategic partnership. Since October 2020, the Pickup network has been extended to Italy with the addition of 3,400 Pickup points (Fermopoint);
- a network of 450 automated Pickup lockers in France located in high-traffic areas. Most Pickup lockers are accessible 24 hours a day, 7 days a week for individual customers. In addition to the lockers installed in SNCF train stations and post offices, the Pickup Station lockers located in supermarkets and hypermarkets are becoming increasingly popular. Different types of sites are being experimented with.

Its aim is to ensure that 95% of Europeans are located no more than 15 minutes away from a pick-up or drop-off point.

Innovation in forms of postal coverage, to be always close to customer needs

The Group is modernising its offices and innovating in its formats, with an offer:

- in tourist areas; since 2020, cities such as Chamonix, Arcachon, Nice, Fort-de-France and Annecy have proposed offers tailored to the needs of tourists;
- in student areas: new cities (Dijon, Lille, etc.) host post offices in their university areas to meet the needs of young people and students;
- 18 post offices known as "pilot experts", with a new form of reception, redesigned transaction management and modernised layout.

New concepts are tested, such as:

- service areas in the Hauts-de-Seine, in Châtillon; this userfriendly postal offer is a hybrid format between the commercial format and the societal format. It is a post office with a Pickup delivery point, run by a La Poste employee-manager. Additional services such as the loan of objects and books, a pop-up shelf for local artisans, are offered. This format is likely to be of interest to landlords, developers and local authorities who want to bring life to a neighbourhood, offer a postal service and provide a link;
- the third places; this concept can take different forms depending on its purpose and mode of operation:
 - commercial format: Poste Immo is the owner and operator of the co-working spaces under the Startway name. The company is booming with the development of remote working. Other projects could combine a wide range of training and/ or examination centres, such as the French Highway Code, already offered to the public,
 - societal format: in partnership with the social and solidaritybased economy, with a view to co-financing, such as the Nantes project in a *Quartier Prioritaire de la politique des Villes* (urban priority neighbourhood). This involves the creation of a digital territory factory, co-financed with FACE, the *Fondation Agir Contre l'Exclusion*,
 - ephemeral, mobile format: the Group plans to test this format in 2021 co-financed and in cooperation with a partner;
- new Villages La Poste formats have been created; 2,250 employees will have joined a Village La Poste by 2023. In partnership with Startway, Poste Immo continues to build on its experience in managing office spaces and is rethinking the way the working environment is used, for greater flexibility, to include services for occupants in a complete cost at the work station and improve the profitability of the portfolio, notably through opening up to the outside.

All these experiments make it possible to test new individual and professional customer journeys for postal and banking activities and contribute to the construction of the Network of tomorrow.

3.1.2 SUPPORTING LOCAL AUTHORITIES IN THEIR TRANSITIONS \triangle

A multiplication of services

Thanks to its knowledge of the regions and their inhabitants, the Group is able to offer numerous services to local authorities, with which it is in close contact. These services may concern actions for the energy and environnemental transition (see Section 5) and the demographic/societal and digital transition.

The Group helps municipalities in managing their territories, by producing a graphic and cartographic regional overview structured around six themes (demography, housing, economy, Silver economy, mobility, regional planning). This facilitates decision-making by elected officials in the major areas of local public service activities.

The Group can thus support the modernisation of public service activities with local authorities. As part of its 2020 development strategy and in accordance with its citizen commitments formalised in the Public Service Agreement, La Poste proposes to contribute to the "2022 Public Service Activities" programme. The aim is to simplify access to services for all citizens in the regions, involve them in the development of public service activities and facilitate their digital inclusion. La Poste offers services such as:

- the launch of a Citizen Relationship Management solution for politicians in rural areas as a result of its partnership with the French Association of Rural Mayors: more than 840 municipalities have adopted this service, which allows residents to access various services at any time via the digital channel;
- the development of a solution to assess the digital maturity of a local authority, based on an audit conducted in more than 9,300 municipalities;
- the distribution, handling and after-sales service of the SQOOL digital tablet designed by Unowhy; as part of the digital education plan launched by the French state in 2015, schools are equipped with tablets to support learning at school, financed by local authorities;
- proxi contact: relaying public policies (see table below);
- proxi data: conducting public or satisfaction surveys for local authorities, identifying vulnerable people, new residents, etc. (see table below);
- proxi vigie: mix of social interaction service (Proxi Vigie Cohesio) and urban anomaly detection service (Proxi Vigie Urbaine) for local authorities, CCAS, insurance companies and mutual insurance companies (see table below).

Proxi contact	Proxi data	Proxi vigie
Delivery service with explanation provided by the postman, if necessary. For example, this service helps to pass on information about public policy, inform citizens by explaining documents delivered to them, relay information, collect or exchange documents. Customers: Local authorities, home marketing companies, banks.	Home information gathering service by postmen. This service helps to support the authorities with regional planning, identify vulnerable individuals on behalf of the local authorities, gather information from people who have recently moved into the area and conduct polling of the public and satisfaction surveys. Customers: Local authorities, energy or telecommunication companies.	Visiting and social interaction service by postmen (Proxi Vigie Cohésio) or alert service to flag problems or anomalies they spot in the area (Proxi Vigie Urbaine). This service helps to maintain social interaction by visiting isolated individuals and those in vulnerable situations, picking up where carers have to leave off, and reporting damage to public infrastructure. Customers: Local authorities, municipal social action centres, insurance and mutual insurance companies.

La Poste is committed to the **Action Cœur de Ville programme** initiated in December 2017. La Poste proposes to the 222 cities concerned to support their strategy by mobilising physical and digital services, in line with the new urban dynamics. It focuses on four of the major issues observed in the territories of the cities concerned:

- real estate and hybridisation of services, La Poste proposing to play a part in developing sites delivering new services (such as serviced senior residences, for example);
- the revitalisation of local shops through the appropriation of digital tools by retailers in city centres, through the "Ma Ville Mon Shopping" (My City My Shopping) service;
- the association of residents and all stakeholders in the life of the city, by thinking upstream of projects up to the financing stage and by mobilising participatory tools, such as the *Cap Collectif* participative platform used to the Great Debate;
- supporting transitions towards the sustainable city, through new forms of mobility and access to digital services, and the control and reduction of energy consumption, notably with the Sobre tool (see Section 5).

A benchmark bank for local public sector financing

In 2020, and for the fifth consecutive year, La Banque Postale remains the leading bank lender in the local public sector.

La Banque Postale **supports local authorities and public hospitals in their projects and in all circumstances:**

- La Banque Postale, the leading bank lender to local authorities, for the past five years, has held a leading position with municipalities, groups of municipalities, departments and regions;
- in addition to its traditional financing offer, in 2020, for the first time, La Banque Postale launched two bond issues on the primary markets for local authorities;
- the "green" loan was launched in 2019 to provide even more intensive support for the environmental transition of local authorities (see Section 5);

- in response to the health crisis, €5.7 billion in loans were granted to public hospitals and local authorities. In order to meet immediate cash requirements, an envelope of €600 million in interest-free loans was also released;
- in 2020, La Banque Postale granted more than €700 million in financing to public hospitals and €200 million in medium and long-term loans to public bodies and associations that manage healthcare and medico-social establishments.

La Banque Postale is the long-standing partner of social housing associations

La Banque Postale which is the Bank for seven out of ten social housing operators continues to support its housing association customers in the development of social housing and the renovation and rehabilitation of buildings.

Conscious of climate issues, La Banque Postale introduced an energy performance diagnostic service in 2019. In 2020, it extended its offer of green loans to social housing associations. In order to adapt to new health constraints, the Bank has helped social housing associations to digitise rent payments with its Scellius remote payment solution.

3.1.3 SUPPORTING LOCAL ECONOMIC PLAYERS

Developing local offers for local economic players

La Poste is developing services for traders, craftspeople and local businesses to support them in their development, for example:

- Proxi Courses: home delivery of groceries, medicines or cultural goods for pharmacies and other shops, media libraries, etc. This service helps to increase access for the most isolated households and especially for people with reduced mobility;
- Proxi Equip: home installation of small items of equipment by postmen (personal scales, blood pressure monitors, etc.) for remote assistance, telecommunications or simple healthcare equipment. This service helps to overcome the digital divide and set up more in-home services;
- **Proxi Equip PLV:** simple POS (point of sale advertising) installed by postmen, so that in the end, 80% of the supports manufactured are installed, compared with 30 to 40% in 2018. The offer of installation in points of sale or in reception halls (town hall, etc.) is intended for consumer goods advertisers and also for local authorities for prevention campaigns, etc. It increases the performance of in-store advertising and ensures that information from town halls is relayed;
- "Ma Ville Mon Shopping": online sales platform, created in 2017, which allows 8,000 traders, craftspeople, local producers and restaurants to offer their products very easily. The platform offers

many features including: web referencing and communication; creation of an online store in less than five minutes; online posting of products and inventory management; 100% secure payment system, order pick-up in front of the store ("click & collect") or local home delivery by postmen or Stuart couriers, customer service and support for professionals.

Financing companies, particularly SMEs and associations

Thanks to its strengthened commercial network (425 business customer managers, located in post offices and business managers, working in the 35 business centres dedicated to companies and the social economy, in particular), La Banque Postale continued to support the economic development of SMEs and mid-cap companies on a daily basis in 2020. Outstanding loans grew by 22%. La Banque Postale's market share among mid-cap companies now stands at 10%.

• La Banque Postale is also the leading bank for provident institutions; it provides half of the payment of supplementary pensions in France. In addition, with 50% of CAC companies and SBF 120 as customers, La Banque Postale continues to strengthen its appeal to a large number of private economic players.

- The health and economic context has highlighted the essential role of La Banque Postale and its subsidiary Domiserve with the *Conseils généraux* (General Councils) in the implementation of their social actions via the CESU (universal service employment cheque). Domiserve issues more than €255 million in CESU per year. In 2020, Domiserve inaugurated two particularly welcome services: home delivery of "groceries" for people far from shops and home care for patients "leaving hospitalisation". The CESUs also enable the departments to support their citizens with the payment of the personalised autonomy allowance or the disability compensation benefit.
- In addition, La Banque Postale maintains close ties with leading charities (Secours Populaire, Emmaüs, Restos du Cœur, etc.). Its specialist business centre advisors support 5,000 of the main associations. One in four social and solidarity-based economy associations is a customer of La Banque Postale (foundations, education, charitable or social organisations), while the smaller associations are received in post offices or managed by telephone at the Agence Pro. The non-profit sector has also suffered from the health crisis. During this crisis, the solution of the advance on subsidies proposed by La Banque Postale

3.1.4 RESPONSIBLE PURCHASING

La Poste worked on refining its responsible purchasing policy to ensure that it feeds into the three pillars of its societal commitment and overall performance policy. Therefore, the Responsible Purchasing approach is based on three requirement levels:

- ensure the compliance of Purchasing, in particular compliance with the duty of vigilance;
- formalise the requirements and selection criteria in the standard operating procedures, notably as regards the environmental impact of purchases;
- attain the ambitions relating to purchases from the social and solidarity-based economy, and SMEs. The Purchasing Department defines responsible purchasing based on four criteria:
 - compliant: through its approach to knowing its suppliers, the Group contributes to the compliance of its entire supply chain,
 - close: through its purchases, the Group maintains social and regional cohesion in France,
 - reasonable: through its purchases, the Group contributes to an economy that fights waste, reduces emissions and promotes the circular economy,
 - innovative: the Group wants to innovate in purchasing solutions and for the development of integration.

The objective of the Group's Purchasing Department is to apply the commitments entered into at Group level to purchasing processes and in the course of relations with its suppliers:

 14% reduction in La Poste SA's Scope 3 GHG emissions by 2025 (compared to 2013); enabled numerous associations to balance their cash flows and to perpetuate their missions.

La Banque Postale also supports the collaborative economy and more specifically **crowdfunding**, in which it is heavily involved:

- in 2017, it signalled its willingness to support creative, innovative and solidarity-based projects and business development by acquiring 100% of KissKissBankBank & Co, one of Europe's leading crowdfunding platforms. It includes four platforms: KissKissBankBank, Goodeed and Lendopolis brands⁽¹⁾ and since mid-2020 microDON;
- KissKissBankBank & Co supports creators, entrepreneurs and associations in the success of their campaigns and projects, while remaining true to its values of citizenship, optimism and independence. In 2020, the four KissKissBankBank platforms raised more than €54 million for citizen projects, an increase of 10% compared to 2019. In total, more than €114 million have been collected by KissKissBankBank since its creation for more than 23,000 projects, thanks to more than two million committed citizens. Training sessions are being set up for financial advisers on KissKissBankBank & Co. offers.
- reach €30 million per year in purchases from the SSE in 2020.

Since 2020, the Group Purchasing Department has made its responsible purchasing policy tools available to La Poste's subsidiaries and entities and wishes to play a new role. It is thus positioning itself as a "business partner" with Group entities wishing to make progress in responsible purchasing.

This responsible purchasing policy is part of a specific regulatory compliance framework (GDPR, anti-competition, duty of vigilance, vigilance obligation pursuant to the French Labour Code, payment terms). It is based on ethical principles (rules of professional ethics):

- fight against corruption, confidentiality commitment, absence of conflict of interest signature by buyers: declaration of Ethical and Responsible Charter by buyers;
- vigilance in respect of human rights by suppliers (see vigilance plan in Appendix 1 of Le Groupe La Poste's Universal registration document);
- transparency in the information given;
- equal treatment of suppliers;
- supplier commitment via a Responsible and Ethical Purchasing Charter.

The purchasing policy was updated in early 2021 and is available on Le Groupe La Poste's website.

⁽¹⁾ The activities of the Lendopolis crowdfunding platform (in the renewable energy and real estate sectors) are described in Section 5.

Ensuring the compliance of Purchasing, in particular compliance with the duty of vigilance

In 2020, Le Groupe La Poste formalised its Purchasing Compliance policy. This policy sets out the common set of values, commitments and rules that apply to ensure that social, societal and environmental responsibility is implemented within the Purchasing division and with all suppliers, service providers and subcontractors. This policy sets out the principles of conduct to which everyone can refer in all circumstances. It will be communicated to suppliers, accompanied by an individual communication to each supplier, to recall the Group's compliance framework.

The culture of compliance within the Group's supply chain is also disseminated as part of the CSR maturity assessment of suppliers led by AFNOR. These CSR maturity self-assessments were made mandatory for all suppliers at the end of 2020, through general purchasing clauses. In this spirit, and to support the progress of suppliers in terms of CSR performance, Le Groupe La Poste continued its supplier audits. Since the launch of the system, 5,570 suppliers have been asked to participate in La Poste's self-assessment system.

To support the deployment of a culture of compliance among its suppliers, Le Groupe La Poste has several tools:

- a supplier portal, a single entry point, which simplifies the purchase file process and ensures real-time traceability of actions. In 2020, CSR and regulatory information on payment terms was updated to ensure that suppliers are properly informed;
- a supplier "CSR and regulatory compliance" assessment platform, a free self-assessment system ensuring strong compliance, was set up with AFNOR. The free self-assessment system ensures strong support;
- responsible purchasing policies posted on the Intranet;
- setting up events to meet suppliers in the regions.

Formalising environmental and social requirements and selection criteria in specifications

The Purchasing Department is organised into operational purchasing divisions by area, giving it a general, cross-entity and uniform vision. This enables it to implement a local operational approach, ensuring access to all consultations in the regions.

In order to prevent and limit the environmental and social impacts of its purchases, the Group's Purchasing Department maintains a mapping of sectoral risks, which includes a view by geographical areas ("Vigilance plan" in Appendix 1 of the Le Groupe La Poste Universal registration document). This mapping is applied to each supplier in six areas (financial risks, corruption and competition, IS and data, regulatory compliance, CSR maturity in social and environmental matters and quality). This tool enables buyers to control and manage CSR risks on a day-to-day basis in liaison with their suppliers.

Category managers define the purchasing strategy of their portfolios for La Poste. Each month, their Heads of Purchasing meet to approve the purchasing strategy for the current projects. They are supported by the Tools and Local Services for Individuals Development Department, particularly by the Purchasing Compliance division. La Poste's Purchasing Committee (CALP) ensures that the La Poste purchasing rules are adhered to, particularly as regards equal treatment. It submits an annual report to the Group's Board of Directors, taking sustainable development criteria into account. At the initiative of the Group's Board of Directors, the composition of the Committee was reviewed for greater efficiency and agility, while ensuring the compliance of the process. It is composed of the Group's Head of Purchasing, who chairs the Committee, and the Group's Head of Legal Affairs and Compliance. It meets in the presence of a member of the General Economic and Financial Control Department. Only the members of the Committee have a right to vote; the opinion of the French State Controller is advisory.

2020 was the year in which a responsible purchasing culture was put in place within the Group's Purchasing division. The job descriptions of the purchasing teams now include the skills and expectations in terms of responsible purchasing and compliance; and a significant proportion of the purchasing teams are focused on the integration of CSR in their business.

In 2020, Le Groupe La Poste made progress in incorporating CSR requirements into its calls for tenders. Some examples:

- development of a set of criteria on the mobility of employees of subcontractors and suppliers: a tool to calculate the CO₂ impact of travels according to the indicator of tCO₂eq. emitted per day or hour;
- reserving certain types of purchases to the protected sector;
- development of a library of criteria made available to buyers and specifiers, whatever the nature of their purchases. The objective is to bring together the best market standards adapted to the specificities of La Poste.

Attaining the ambitions relating to purchases from the social and solidaritybased economy, and from SMEs

Le Groupe La Poste's ambition was to achieve annual purchases of €30 million in the social and solidarity-based economy (SSE) sector in 2020. This ambition was challenged by the consequences of the health crisis. Indeed, many SSE players have vulnerable people among their employees or beneficiaries. In order to protect their people, many SSE companies were forced to cease their activities at the behest of their supervisory authority. Despite these difficulties, Le Groupe La Poste achieved €25.6 million in purchases from the SSE sector.

In addition, the Group has remained committed to advancing its links with the protected and SSE sectors:

- Le Groupe La Poste was one of the pilot companies for the AGEFIPH "digital disability diagnosis" project. This solution, developed by AGEFIPH, offers companies to help them meet their growing need for digital skills, but also their obligation to employ disabled workers. Le Groupe La Poste's subsidiary Docaposte therefore took part in the audit work aimed at identifying or developing opportunities for employing disabled people and increasing collaboration with the disabled and sheltered sector and acculturating the teams to take into account diversity and disability;
- in April 2020, during the health crisis, Le Groupe La Poste, in collaboration with the Pas@Pas and Handeco non-profit organisations, organised meetings with the main players in the disabled sector. These meetings were an opportunity for the Group to share its knowledge of the health crisis and its short- and medium-term impacts with companies in the sheltered sector. New types of purchases have emerged (gels, masks, partitions, etc.), for which La Poste has shared its estimated needs in order to help suppliers position themselves in anticipation;
- to facilitate the referencing of SSE players internally, the purchasing teams have launched a single supplier benchmark project for the entire Group. The supplier sheets concerned are enriched with the mention of the SSE area to which the supplier belongs so that any subsidiary consulting the sheet can identify the suppliers and subcontractors in terms of its contribution objectives (integration, PACTE Act company, etc.);
- continuation of the partnership with Handeco and of the participation (conferences) in the online fair for solidarity purchases;
- the Group reserves all or part of certain purchases of goods or services for the SSE (printing services, cleaning, endof-year gifts, green spaces, small maintenance equipment, catering, etc.). These purchases are made from the disabled and sheltered sector, or from the Social Integration through Economic Activity sector (particularly in event logistics, relocation, temporary work, waste treatment);
- over 10,880 suppliers are located in *Quartiers Prioritaires de la politique de la Ville* (urban priority neighbourhoods).

More than 490,000 jobs supported

Through the formalisation of its corporate purpose and the inclusion of a company-wide mission in its Articles of Association in 2021, Le Groupe La Poste is even more committed to its stakeholders for a "positive impact". Since 2017, the Group has carried out a study to quantify the jobs supported and the contribution to GDP through purchases as well as the local impact. **This study was carried out using the Local Footprint**[®] **tool**⁽¹⁾ **highlights the local roots and the contribution of the Group to the vitality of local ecosystems.**

The impact study of purchases measures the direct and indirect impact: calculation of the direct impact of purchases and their induced impact (household consumption and local administrative services) in terms of jobs supported and contribution to GDP.

In 2019, La Poste expanded the scope of the study to quantify its payroll-related impacts using the same analysis model: calculation of the direct impact of wages on the economy and their induced impact (consumption of households and local government agencies) in terms of jobs supported and contribution to GDP.

In total, procurement expenses and salaries paid by the entities included in the study support the equivalent of **493,559 jobs** and represent a value creation of around **€15.6 billion** in 2019. The purchases of the six entities studied⁽²⁾ and the salaries of the four entities studied⁽³⁾ support **0.6% of French GDP and 1.8% of jobs.** On average, 75% of purchases and 66% of jobs supported by La Poste's regional departments are local, within the same region.

Work on impact studies is continuing with a study on the valuation of the Group's environmental footprint, which will start in 2021.

⁽¹⁾ Local Footprint[®] is a tool developed by Utopies.

⁽²⁾ La Poste, La Banque Postale, Poste Immo, Viapost, DPD France and Mediapost (Mediapost and Viapost are subsidiaries of the Services-Mail-Parcels business unit in communications and transport, respectively).

⁽³⁾ La Poste, La Banque Postale, DPD France and Mediapost.

3.1.5 INNOVATING FOR THE BENEFIT OF REGIONAL ECOSYSTEMS

The Dynamic Alliance, serving partnerships with the social and solidarity-based economy

The crises and divides that society is experiencing show the way for a more sustainable and inclusive economy that is also more local and more cooperative.

More than ever, "playing together", the ability to forge alliances between public, economic and non-profit organisations, makes it possible to provide responses to the specific needs of each region.

With this in mind, Le Groupe La Poste, along with 50 players in the Social and Solidarity Economy (SSE), structured their joint actions by signing the Dynamic Alliance Charter.

This enables them to forge close links with SSE actors and to replicate successful initiatives nationwide.

The Dynamic Alliance aims to develop partnerships such as economic cooperation (co-construction of joint offers) or societal innovation (in connection with missions of general interest) that generate value for all stakeholders, making it possible to strengthen the attractiveness of regions and the well-being of the citizens who live there.

The Dynamic Alliance Charter was updated and distributed during the Dynamic Alliance Day on 17 September 2020.

This charter specifies the shared ambitions of the partners as well as the priority action areas linked to the partnerships (see diagram below).

For example, some Dynamic Alliance partners participate in the operations of the SSE "La Poste Relais" outlets deployed in the regions. For example, SSE-operated La Poste outlets are managed in conjunction with the non-profit organisation Pimms in Grenoble and Brest, and with the non-profit organisation Face in La Rochesur-Yon and La Seyne-sur-Mer.

Maintaining social and regional cohesion	Acting for inclusive digital technology	Accelerating environmental transitions
 Strengthening social interaction via shared spaces and local services Increasing the autonomy of the elderly (services to individuals) Promoting social benefits and equal opportunities (awareness raising, training, recruiting) Promoting inclusion in employment (socially responsible purchasing) Reducing financial vulnerabilities 	 Detecting, evaluating and guiding people excluded from digital technology Assisting (helping to do or doing instead) Supporting towards a first level of autonomy Facilitating access to digital equipment 	 Reducing the energy consumption of housing (energy renovation) Reducing CO₂ emissions in major cities (soft mobility deliveries) Developing the circular economy

A pilot project in the Occitanie region made it possible to define a methodology for making a diagnosis of SSE partnerships as well as the regional roadmap.

This methodology will be replicated across all regions in 2021.

La Poste committed to impactful sourcing and start-up support programmes

Fondation La France s'engage

Chaired by François Hollande, the Fondation La France s'engage has a unique mission: "The commitment of all to ensure that the public interest is recognised, encouraged, facilitated and valued. Social innovation and technologies serve cohesion and solidarity."

Le Groupe La Poste is a founding partner of the Foundation and actively supports its development and that of the 117 winners in mainland France and the French overseas departments. Each year, a competition identifies ten winners in mainland France and two in the French overseas departments, who will integrate a year-group for three years, **in which La France S'engage commits to providing them with the necessary financial resources,** from €50,000 to €300,000 to enable them to exist, invest, hire and human support, in particular through the skills sponsorship to enable them to develop, spread throughout the country, and create a network within the SSE ecosystem.

In 2020, the Group is continuing its support for the Foundation by providing a full-time skills philanthropist and by encouraging the commitment of employees to participate in the various phases of the competition and to support the winners. This represented 25 volunteers and 135 hours of skills-based sponsorship in a short format.

French IoT start-up support programme -"Impact x Technologie"

For several years, Le Groupe La Poste has supported two start-up creation programmes, *Les Elanceurs* and French IoT. In 2020, the Group decided to focus its support on the French IoT program, initiated by La Poste in 2015 and renamed "French IOT – Impact x Technologie" as start-up projects increasingly include a digital dimension. In keeping with gender parity, this programme, led by the Docaposte subsidiary and external partners, selects projects with a positive impact on society, the environment and the regions, in the areas of health, mobility, local services, deep tech, civic-mindedness... The winners are supported in their development by the Group, which offers female mentors.

In 2020, the jury, made up of employees from La Poste and major groups, selected 14 projects from 280 applications. The French IoTsupported start-up LivingPackets presented its "THE BOX" solution at the Consumer Electronic Show in Las Vegas and won the CES Innovation Award 2020. This start-up is launching packaging that can be reused a thousand times.

Four French IoT start-ups at CES in Las Vegas 2021: for the seventh year in a row, La Poste is giving visibility to the winning start-ups of its French IoT acceleration programme as part of the CES 2021. Four of them are participating in this virtual edition, under the French Tech flag, in partnership with Business France; the Dijon-based start-up Merempsa won the French IoT programme.

Viva Technology and Tech for Good show

The Viva Tech show is the benchmark innovation show in Europe, of which La Poste is a partner. Due to the health crisis, the Viva Tech show, a breeding ground for start-ups, in which La Poste regularly participates, could not be held in 2020 (the same was true for Le Groupe La Poste's Le Lab Post internal trade fair).

3.2 Fostering social inclusion

Le Groupe La Poste aims to develop useful, innovative and inclusive local services.

3.2.1 DEPLOY INCLUSIVE OFFERS

Run by La Poste employees or in partnership, these general interest services are a strategic development focus for the Group, particularly in the Silver economy and Health. A large number of services make life easier for older people and enable them to live independently in their own homes.

La Poste offers a range of services, more specifically but not exclusively aimed at seniors, with the ecosystem of local players. The specificity of the service lies in the presence of an accompanying La Poste employee dedicated to this mission, which provides permanent physical reassurance by ensuring the link with the services adapted to the needs of each individual (remote assistance, digital tablet, night lighting, passage of the postman to maintain social interaction, meals and medication, etc.). Through these new business lines, La Poste illustrates its desire to support the demographic transition as close as possible to the regions, by supporting local players and developing services to facilitate daily life, thanks to its assets or selected partners.

3.2.1.1 Offering services to young people

La Poste pays particular attention to young people, through its philanthropy and support policy (see below), but also through its offers.

La Poste offers the opportunity to take the General Theory Test (ETG) for the driving license (French Highway Code test) for \notin 30 in one of its post offices, used as an examination centre:

- La Poste has extended its network of access points (650 sites) to the general theoretical exam by creating new exam sites throughout France;
- 935,170 people (mainly young people) were welcomed there in 2020 (vs 968,000 in 2019 and 835,324 in 2018);
- an extension of the offer to other types of training or examinations is planned. Thus, since March 2020, the offer has been extended to the theoretical examination of the motorcycle license.

La Poste also supports young people in the digital transition of society through training and certification; it offers a solution that makes it possible to pass the "CléA Numérique" certification (see Section 4).

La Poste distributes SQOOL tablets from the French manufacturer Unowhy to local authorities to equip young people in schools (see above). During the health crisis, at the request of the French Ministry of Education, La Poste set up "Devoirs à la maison" (Homework), an educational continuity programme for children experiencing digital disconnection. The system provides schools with a secure digital platform, Docaposte, enabling them to send homework assignments to identified students. In return, it allows parents to send homework free of charge to Docaposte sites for digitisation and consultation by teachers.

Between 10 April and 8 June 2020, 7,000 daily assignments were sent. More than 21,000 establishments have used the platform.

La Poste took part in the "Emergency Connection" project of Emmaüs Connect and Break Poverty, by ensuring the delivery of computer equipment free of charge to pupils and students in difficulty, during the first lockdown of 2020.

La Banque Postale also has a range of proposals, particularly for young people:

- the personal Student loan, Apprentice loan and the Driving license for one euro per day;
- budget education workshops offered since 2012 for young people, usually in partnership with the network of local missions. These workshops are run by volunteer Le Groupe La Poste employees in partnership with non-profit organisation Crésus. They cover good budgetary management, use of a bank account or the proper usage of credit and savings.

The development of activities with young people is a strategic challenge for the Group and is one of the five acceleration projects launched, in line with the La Poste's strategic plan, to give new impetus to major cross-cutting issues and look for additional potential. To become a partner for the autonomy of young people, to attract the customers and employees of tomorrow, who are the young people of today, the Group will accelerate the solutions already proposed (highway code, online banking, e-CtoC, e-education, etc.) and build new combined and dedicated offers.

3.2.1.2 Acting for health, well-being and ageing well at home

Le Groupe La Poste intends to play a major role as a player in ageing well and as a healthcare operator (logistics, services, hospital financing, trusted third parties [see also Section 4 on Digital Services]). The Silver economy and Health division was created in 2016 within the Services-Mail-Parcels business unit. It brings together two holding companies, La Poste Silver and La Poste Santé. In 2020, it generated revenue of €185 million (vs €170 million in 2019).

Silver economy

The issue of ageing well, home care and access to services, including care services, is a major social issue throughout France. By 2050, the elderly are expected to make up more than a quarter of the French population.

The offer of **Local services for seniors** "Watch Over My Parents" (12,800 policies taken out at the end of 2020 since the launch of the offer) is emblematic of the diversification undertaken by La Poste in 2015. The broad media coverage of this service reflects the positive response to its new local and trustworthy missions. Today, the service enjoys a reputation of 73% among seniors and a satisfaction rate of its beneficiaries of 94%.

This offer covers a range of services, in conjunction with partner companies... Many of these services can be subscribed by individuals themselves or by local authorities:

- well-being and health at home; the postman makes one to six visits per week to the elderly person's home, delivers medicines and protective equipment against Covid-19; a 24-hour monitoring and assistance centre is also available;
- home delivery services of cash at home, meal delivery, cleaning/ gardening/DIY (with Axeo);
- connected living, allowing to communicate with loved ones, have fun, get information, go shopping or manage administrative procedures, while staying at home, thanks to the Ardoiz tablet and La Poste Mobile offers;
- financing of work projects and health and accident insurance.

Postman visit	Ardoiz	Meals on wheels
Postman home visit service for vulnerable older people. This service allows the elderly to continue living at home and to remain independent, which 85% ^(a) of French people support. Customers: French citizens.	The user-friendly Ardoiz tablet is designed to help seniors access the Internet. It is acclaimed by consumer magazines ^(b) and certification bodies ^(c) . Postmen have been trained to provide support to Ardoiz users. A toll-free number has also been set up. Customers: older people. Since October 2016, 70,000 tablets have been sold.	The meals-on-wheels service allows elderly and vulnerable people to have refrigerated meals delivered to their home by the postman. In addition to providing healthy nutrition, this service maintains social interaction and allows the elderly to remain independent. Customers: Subscribers to the service: municipal associations, municipal social action centres, hospitals, care homes, caterers, associations providing services to individuals, etc. Recipients: elderly or vulnerable people (recently discharged from hospital, etc.).

(a) Source: IFOP study for the French Federation of Services for Private Individuals (Fédération du service aux particuliers - FESP) - February 2019.

(b) Que Choisir, comparative of tablets for seniors in 2017.

(c) AFNOR Label "Tested and Approved by Seniors" 2017.

More broadly, the Group offers **services to individuals.** In 2019, La Poste strengthened its position in the capital of Axeo services, one of the leading operators in the field of services to individuals in France with over 300 branches (with Help Confort, emergency services and breakdown assistance). The Company offers a diversified range of services, including home repairs and support for dependent people. It has grown steadily, responding to the needs of elderly and vulnerable people throughout the country. *Bien-être à la Carte* joined La Poste's Silver economy activity in September 2020. The Company is one of the French leaders in concierge services thanks to a quality physical and digital offer. New services were introduced in 2020 to adapt to the healthcare context and reach employees remotely, through a new mobile application, connected lockers and a telephone platform allowing the continuity of the home service.

The transformation of commercial buildings into serviced senior residences is part of the Group's development in the Silver economy. An agreement signed by Poste Immo in October 2020 with real estate partners will enable the creation of a first series of Serviced Senior Residences in city centres (Brest, Châteauroux, St-Étienne, Auch, Villefranche-de-Rouergue, Amiens). The buildings transformed and delivered by 2025 will bring many benefits to make life easier for residents:

- located in the city centre, they will facilitate the social life and exchanges of the people living there;
- endowed with remarkable architectural quality, they will generate a sense of pride, especially for residents hosting friends or family;
- equipped for direct access to services provided by La Poste. Some residences will offer the presence of a La Poste employeemanager present part-time to ensure the link between the residents, the local service providers and the city retailers (reception/sending of parcel mail, orders and baskets, delivery of goods, meals, remote monitoring service [Watch Over My Parents], household services, building maintenance [Axeo services], connection to dedicated digital tablets [Ardoiz], etc.).

With regard to **home healthcare**, the Group relies on its skills as a logistics company, an insurer and a banker, a local network operator and a trusted digital third party to become a key player in the home healthcare sector.

A Health Club was created in 2020 to coordinate the Group's health-related activities.

As a healthcare operator and partner, the Group targets:

- beneficiaries of health care and services;
- public sector healthcare providers (Caisse Nationale de l'Assurance Maladie, hospitals, etc.);
- the private sector (insurance companies, etc.).

The services developed are:

- support for chronically ill patients or patients with loss of autonomy in the use of medical equipment or consumables;
- access to health services and information via digitisation.

These services are provided through the acquisitions of Asten Santé, Diadom, Nouveal e-santé and Newcard.

- Asten Santé: In 2017, La Poste Santé acquired a majority stake in the capital of Asten Santé. The Company supports more than 90,000 patients suffering from chronic diseases by providing care at home on medical prescription, in the areas of respiratory assistance, perfusion, nutrition, insulin therapy and home care. New activities such as non-invasive ventilation (NIV) monitoring have been developed and have grown for the benefit of Covid patients.
- Diadom: Diadom, which also joined La Poste Santé in 2017, provides care, monitoring and delivery of medical equipment in the fields of urology, neuro-urology and stomatherapy.
- Nouveal e-santé: in July 2020 La Poste Santé increased its stake in the start-up Nouveal e-santé, which specialises in the digitisation of medical care. It offers care monitoring solutions in connection with hospital services, from the time a patient is admitted to the hospital, to post-hospital monitoring at home. Nouveal e-santé also provides home care for patients undergoing chemotherapy in oncology and hematology.
- Newcard: La Poste Santé also acquired a stake in the e-health start-up Newcard. As an expert in remote monitoring of heart failure and kidney transplants, Newcard aims to extend remote monitoring to other chronic diseases (respiratory failure, diabetes, neurological disorders, etc.). With its home monitoring and measurement system, Newcard aims to improve the efficiency of patient care and reduce hospitalisations, thanks to the early detection of signs of deterioration or acute decompensation of their illness.

The Group participates in several initiatives to enable **home care as long as possible**, to reduce the number of hospital stays and contribute to the hospital's "ambulatory shift":

- in addition to the detection of frail elderly people carried out by postmen on behalf of healthcare organisations, La Poste participates in the World Health Organisation (WHO) ICOPE programme. This programme is led in France by the Toulouse "gérontopôle", a WHO collaborating centre, which has modelled the approach to preventing and supporting age-related loss of autonomy. The purpose of detecting and assessing the frail situation of seniors in their homes by postmen is to maintain or restore their functional capacities, through specific geriatric programmes;
- to serve this collective interest of prevention, many other campaigns can be relayed by the postmen, such as the awareness of flu vaccination, the detection of colon cancer, etc.;
- the Covid-19 health crisis has accelerated the transformation of the healthcare system. It has highlighted the need for hospitals to prioritise acute care and for healthcare professionals to free up useful medical time. The improvement of cityhospital collaboration for better at home care of patients is also necessary; remote monitoring at home by a healthcare professional can help;
- Newcard operates a remote monitoring system for patients with heart failure, whose remote care has tripled during the health crisis.

In partnership with the AP-HP, Nouveal e-santé has developed monitoring of Covid-19 patients: more than 700,000 patients have been remotely monitored since the first lockdown, making it one of the most important remote monitoring experiments in the world. Monitoring is based on an application in three modules:

- Covidom medical (remote monitoring of patients in conjunction with cities);
- CoviSan (support for patients by health teams);
- Covicontact (remote monitoring of contact cases in conjunction with *ameli pro*).

During this period, La Poste Santé's other subsidiaries also contributed to helping patients and caregivers. Asten Santé, for example, provided ventilators to hospitals that were underequipped during the first lockdown and provided early treatment for Covid patients stabilised with home oxygen treatment, freeing up intensive care beds.

3.2.1.3 Making banking and insurance services accessible to all

La Banque Postale is the only bank to have been entrusted with the mission of ensuring banking accessibility under the 2008 Economic Modernisation Act. This commitment was confirmed by the public service contract for 2018-2022. Accordingly, La Banque Postale undertakes to treat all people with consideration, regardless of their situation, **and offer them appropriate banking services and solutions**.

It must also work **to prevent over-indebtedness and promote microcredit.** La Banque Postale is working to inform and raise awareness of financially vulnerable customers. In this regard, it aims to offer them the most appropriate products and services. 3

This particularly involves access to modern cheap means of payment as well as local services. It develops good citizenship banking products by facilitating social home ownership and by providing loans tailored for people of modest means.

La Banque Postale welcomes **1.4 million financially vulnerable** customers. They are separate from the **1.5 million beneficiaries** of the banking accessibility public service mission entrusted to La Banque Postale.

Financial vulnerability is defined in the law of 26 July 2013, known as the law on the separation and regulation of banking activities by a three-level framework for detecting financial vulnerability. Decree No. 2020-889 of 20 July 2020 amended the conditions for assessing the financial vulnerability of their account-holding customers by credit institutions. Thus **the definition of financially vulnerable customers has changed. At La Banque Postale, all customers who meet one of the following criteria are considered to be financially vulnerable:**

• whose resources credited to the account are below the poverty line, *i.e.* €1,041 in 2020;

- who hold a "Simplicity" account;
- who benefit from the basic banking service (as part of the right to an account);
- who are in a situation of over-indebtedness, as soon as their over-indebtedness file is deemed admissible and regardless of the extent of the plan (including when the debt has been written off), until the end of their registration in the Individual Loan Repayment Incident Register (FICP);
- who are registered in the Central Cheque Register (which identifies customers who by court order or lack of funds are deprived of issuing cheques or using a bank card) from the first month of their registration;
- who have experienced five incidents on their account, either during the last month or on average per month during the last three months, and whose income (average monthly credit flow) is lower than the gross minimum wage.

La Banque Postale's commitments to its customers

Promoting physical and digital access to our financial products and services for all

La Banque Postale has always promoted access to accounts and basic banking services for financially vulnerable people. La Banque Postale provides them with means of payment other than cheques. These customers can thus obtain a zero floor limit card and pay bills by direct debit or transfer. It also applies reasonable pricing which is below the market rate. The number of customers with this formula has increased by 47% since 2017. At the end of December 2020, it stood at around 141,217 out of a total of around 512,000 nationwide, according to the latest estimates provided by the Banque de France. This follows a campaign to solicit customers identified as potentially vulnerable.

Facilitating access to credit

La Banque Postale enables customers of modest financial means to obtain credit more easily, while closely monitoring their solvency to prevent over-indebtedness. That is why it is a major player in social home ownership loans. In partnership with social housing players, it has financed over 155,000 households. 23.3% of home loan borrowers earned less than twice the monthly minimum wage at the end of 2020.

The Livret A savings account, the only pre-banking offering for 1.5 million customers

To fulfil its banking accessibility mission, La Banque Postale goes beyond merely providing the Livret A savings account, which is also available across all French banking networks. Firstly, La Banque Postale is the only French bank to accept the payment of invoices in cash at post office counters.

Its other commitments consist of:

- opening a Livret A savings 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 equipped for this;
- accepting the domiciliation of bank transfers and direct debits for certain transactions such as welfare payments or gas and power bills;
- issuing unlimited amounts of cheques free of charge;
- making free bank transfers into the current accounts of customers with a Livret A savings account;
- making available a withdrawal card that can be used in La Banque Postale's automated teller machines.

Contributing to the development of financial education with La Banque Postale employees and partners

Tackling the digital divide

La Banque Postale and La Poste Network are implementing a number of banking education initiatives to support financially vulnerable customers, through skills-based volunteering with various non-profit organisations. In April 2017, La Banque Postale was the first bank to have made a firm commitment to banking inclusion using digital technology. Its inclusive plan is described in the "Ethical and responsible digital" section.

Microcredit, an alternative for customers not eligible for traditional credit

This offering is intended to support customers suffering from banking exclusion due to their poor creditworthiness.

Since 2007, La Banque Postale has been offering personal microcredit, in partnership with associations.

In 2018, La Banque Postale looked to step up its actions by providing financial support to the Créa-Sol microcredit institute. This player has tools adapted to the expansion of microcredit. In 2020, around 1,000 credit agreements were sponsored by La Banque Postale.

La Banque Postale has also teamed up with ADIE to offer professional microcredit to help micro-entrepreneurs to launch and run their own businesses. In 2020, 1,439 entrepreneurs received finance from ADIE with the support of La Banque Postale.

Combating over-indebtedness

At La Banque Postale, being a responsible lender means helping customers avoid over-indebtedness. Risk is carefully managed and it closely monitors the position of its customers.

La Banque Postale has one of the lowest percentages of non-performing **home loans** in the market (1.02% at 30 November 2020, unchanged on 2019) despite having over €61 billion of loans outstanding.

Consumer loans are subject to strict approval criteria to ensure that customers do not become over-indebted. La Banque Postale has thus designed and put in place an over-indebtedness prevention mechanism for all loans.

Special tools

La Banque Postale is committed to improving banking inclusion and is developing and implementing specific actions, including:

- a system for early detection of vulnerability based on a predictive score has made it possible since 1 January 2020 to target customers with a high probability of falling into a situation of proven vulnerability. La Banque Postale can take preventive action with regard to these detected customers (calls from advisors and email to suggest an appointment), refer them to "L'Appui" support (see below) and offer the Simplicité account plan;
- La Banque Postale's "L'Appui" mechanism. Since November 2013, La Banque Postale has had a platform for banking and budgetary support accessible on customer initiative via a single non-premium number. Since 2013, more than 200,000 customers have been advised by "L'Appui". Of these, 72,000 customers have benefitted from comprehensive budget support since 2015. In addition, the system is also intended for La Banque Postale's customers residing in the French overseas departments and regions. This free service is designed to support all La Banque Postale customers who are in temporary or ongoing financial difficulties. It also aims to do more to prevent people from getting into financial difficulty. The customer service managers in this service review the customer's budget and assess his/her "breathing room". This stage allows them to pinpoint any social welfare benefits that are not being claimed and to identify situations of excessive or over-indebtedness. They are thus in a position to, where necessary, propose a link-up with partners, associations or social services, or offer access to solidarity-based banking products and services. In the current context of the health crisis, financially vulnerable customers benefit from enhanced banking and budgetary support and may, for some, benefit from an exemption from deductibles in the event of a claim:

- budget workshops for young people in difficulty (see "Developing services for young people" paragraph);
- the "L'Initiative contre l'exclusion bancaire" club. La Banque Postale believes that only active and structured cooperation will make it possible to meet the challenges of banking and financial exclusion. For this, it created a club in October 2012⁽¹⁾ for discussions and action, called the "Initiative contre l'exclusion bancaire" (action to prevent banking exclusion). This think tank aims to develop new practices to meet the needs of financially vulnerable customers. It thus aims to:
 - 1. enable people in financial difficulty to become more familiar with the professionals they interact with, and *vice versa*,
 - offer joint training sessions to its members to develop and test products, services and practices that meet the needs of these customers,
 - **3.** promote and defend the most relevant solutions that emerge from this collective discussions, in particular to public officials;
- action tank entreprise et pauvreté. La Banque Postale also supports the work of action tank entreprise et pauvreté, a nonprofit organisation. It aims to encourage the development of company projects designed to reduce poverty and exclusion in France. Its resulting programmes (Malin, Mobiliz and Optique Solidaire) are promoted by the customer advisers at La Banque Postale's "L'Appui" service.

In terms of insurance (see also Section 5 on responsible insurance), La Banque Postale and CNP Assurances support customers and social and societal developments by:

• **combating non-insurance** working in partnership with "Crésus" to develop educational tutorials for retail customers on insurance clauses and guarantees and to raise customer awareness of the risk of not taking out insurance and the right equipment;

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⁽¹⁾ This club is open to all. It welcomes all stakeholders in the social, non-profit and banking ecosystems who share these goals and are ready to develop new ways of reducing banking and financial exclusion.

 contributing to discussions on dependency and longer life expectancy. CNP Assurances supports the idea of universal long-term care coverage to maintain autonomy and support for caregivers. It is part of a public-private partnership, in particular following the announcement by the French government in 2020 of the creation of a fifth branch of Social Security dedicated to autonomy (see CNP Assurances website https://www.cnp.fr);

 offering targeted assistance and prevention services through its subsidiary Filassistance International. Its "Golden Age" services to individuals network and its Lyfe digital platform offer health, well-being and ageing well services.

3.2.2 PROMOTING THE INTEGRATION OF YOUNG PEOPLE AND EQUAL OPPORTUNITIES

La Poste is committed to promoting social mobility by leading a **proactive inclusive social policy promoting equal opportunities and facilitating professional integration** of young people and people excluded from employment, whatever their origin. La Poste is taking action to identify and support the fulfilment of all talents, in all their diversity, and to combat discrimination, which is a source of inequality.

In 2019, the Group wanted to get involved in a new partnership mobilisation framework, the PAQTE initiative, in favour of the *Quartiers Prioritaires de la politique de la Ville* (urban priority neighbourhoods – QPV). PAQTE (*Pacte avec les Quartiers pour Toutes les Entreprises*) is an initiative of the French Ministry for Regional Cohesion and Relations with Local Authorities. This initiative aims to mobilise companies, for the 1,514 QPVs with a view to training and recruiting residents of these neighbourhoods and reaching out to VSEs and SMEs located in these neighbourhoods.

Actions in favour of young people between the ages of 6 and 30, in schools or at the guidance and remedial stages, and finally at the professional integration stage are part of the social policy and come under the Human Resources Department, as well as the Societal Commitment policy. As a responsible employer, La Poste is continuing its commitment to training and employing young people:

- La Poste offers online "Prof Express" courses from Year 2/First grade to Year 13/12th grade for the children of staff;
- with respect to equal opportunities, La Poste welcomed a large number of interns in 2020 with special attention paid to young people from urban priority neighbourhoods and to disabled young people; La Poste welcomed a total of 2,756 interns in 2020, including 12% of students from the urban priority neighbourhoods (QPVs). Finally, more than 635 Year 10/9th grade school pupil trainees (of which 11% from urban priority neighbourhoods) were welcomed in La Poste establishments in 2020 in a context of a health crisis, which was unfavourable to the reception of these pupils (the internship requirement was suspended by the Ministry of Education in the second half of 2020);
- La Poste, the leading player in the work-study programme, trains around 4,000 young people per year (4,541 young people in 2020), either on an apprenticeship contract or a vocational training contract, at all levels of certification, from the professional ability certificate qualification (CAP) to master's level, in various fields (customer relations, distribution, logistics, banking, management, etc.). 13% of these contracts were signed with young people from urban priority neighbourhoods;

- lastly, regarding the integration through employment component, Le Groupe La Poste has committed to recruiting 1,000 young people under the age of 30 per year, according to the agreement on the integration of young people and the employment of seniors signed in 2019, and renewed in 2020;
- La Poste acts for the employment and professional development of disabled people and is committed to recruiting 650 disabled people over the 2019-2022 period.

Through its societal commitment, Le Groupe La Poste supports numerous associations through financial sponsorship and/or skills-based sponsorship:

- in schools: Énergie Jeunes, Entreprendre pour apprendre, Enactus, the Institut Télémaque, Femmes du numérique (which raises students' awareness of the opportunities in digital professions);
- during orientation with testimonials on the professions: 100,000 entrepreneurs, FACE, JobIRL;
- during remedial education: the second chance schools network (E2C), for school dropouts;
- with integration through employment: ADIE, the network of local missions.

La Poste thus supports young people to raise their awareness, train them and prepare them to integrate into working life.

"L'Envol", the La Banque Postale campus

La Banque Postale, joined by the entire Group, is committed to a social sponsorship in favour of education and equal opportunities, with "L'Envol". In 2012, it designed "L'Envol, the La Banque Postale campus". It has been supported by the Ministry of Education since its launch. Its mission is to assist talented pupils from disadvantaged backgrounds throughout France. The pupils receive personal support from high school up until they enter one of the general, technological or professional streams of excellence in higher education. High school students who wish to prepare for medical studies, Sciences Po and other prestigious educational institutions, benefit from 20 intensive training courses to prepare them for the tough entrance exams in 2020. The programme is innovative due to the length of the support received, between six and eight years, creating an essential bridge between high school and higher education. It sometimes continues until professional integration.

Since its creation, "L'Envol" has supported 783 students:

- nine year groups in the "general and technological route" in partnership with the Article 1 association;
- six year groups in the "professional pathway" (catering, industrymetallurgy, art and fashion), in partnership with the association *Réussir Moi Aussi*.

Employees of La Banque Postale, and now also of Le Groupe La Poste, can become involved as mentors of a young person. From 2012 to 2020, **1,005 employees** of La Banque Postale and Le Groupe La Poste became involved through the sponsors community. Since 2017, new mentors have followed a training day as part of the training plan before committing to a young person. In the specific context of 2020, only 49 mentors were able to be trained, including nine through an online training course open to all, a "MOOC" specially designed for "L'Envol".

In view of the health situation, "L'Envol" set up the "#envoléconfiné" system during the first lockdown with 44 mentors, mobilised to create cultural kits, run stress management workshops and listen to young people. In addition, "L'Envol" offers financial education workshops and individualised financial and material support. In 2020, 154 young people benefitted from this scheme for an amount equivalent to €95,000 (a significant increase compared to the previous year).

Since its launch, "L'Envol" has won numerous awards, including the *Trophée France Mécénova*, *Cachet d'Europe* and the National Trophy for Corporate Citizenship. These awards recognise the actions of the association.

3.2.3 DEPLOY A PHILANTHROPY AND GENERAL INTEREST POLICY

Le Groupe La Poste participates in actions of general interest through financial sponsorship, skills-based sponsorship and the financing of postal associations⁽¹⁾ open to members from outside the Group.

The Group also facilitates the commitment of its employees through skills-based sponsorship. Active La Poste employees commit to certified structures and thus embody their Company's commitment.

Lastly, the Group takes part in actions of general interest through the financial sponsorship of associations.

Financial sponsorship and skills-based sponsorship spending in favour of communities in 2020

Entity (amounts in euros)	2020
La Poste	10,813,082
including: La Poste's Corporate Foundation	960,000
La Banque Postale*	6,798,333
Other subsidiaries	342,222
TOTAL	17,953,637

* Including La Banque Postale Financement, BPE, Easybourse.

Le Groupe La Poste supports registered charities by offering its employees a wide range of secondments. The approach is structured around fields redefined in 2018: Solidarity, Environment, Education, Health.

The **roll-out of the Skills Philanthropy policy** continues through several channels:

 end-of-career sponsorship, as part of a scheme called "Temps Partiel Aménagé Seniors-ESS", introduced in 2015; employees close to retirement may work part-time for an association. This commitment to the non-profit sector and the SSE makes it possible to approach retirement with business prospects that promote dynamism and delay the age of dependency for these people;

- skills-based sponsorship from other Group employees for shorter or longer formats (a few hours to a few days a year) is open to all employees, allowing them to get involved with non-profit organisations certified by the Group to reflect its challenges, global strategy and values;
- in 2019, a dedicated online platform was set up to put employees keen to get involved in touch with organisation partners.

The Skills Philanthropy programme is now fully operational, including for short-term sponsorship, thanks to a dedicated platform on which partners propose missions:

 nearly 100 public interest partners are present on the platform, including FACE, World Cleanup Day, Institut de l'engagement, the French Red Cross, Force Femmes and Énergie Jeunes (non-profit associations helping women to return to work or set up a business and tackling academic underachievement, respectively). These structures offer assignments to La Poste's employees, who can commit themselves for a variable period with the agreement of their manager. Some missions were carried out remotely, in the context of the health crisis in 2020, in particular a Solidarity Hackathon in favour of the integration of young people, support for young people in their impact projects with ENACTUS and various missions of APF France Handicap, such as the manufacture of inclusive masks. 400 missions were carried out by 200 volunteers, representing more than 1,100 hours of skills-based sponsorship.

As for GeoPost/DPDgroup, hundreds of employees are also supported in their non-profit activities in 2020. All local subsidiaries are involved, supporting 450 organisations. Altogether more than 30,000 employees have signed up, with three local foundations taking part in Spain, Germany and Poland. The sponsored projects often have a link to the expertise of GeoPost/DPDgroup, particularly in the field of community transport.

⁽¹⁾ See Section 6, "Social activities".

To coordinate efforts, in 2019 the **Alliance pour le mécénat de compétences** (Alliance for skills-based volunteering) brought together 17 large companies keen to promote skills-based volunteering and share best practices. La Poste is one of the project sponsors and sits on the Board of Directors. In 2020, the young association brought together 25 companies and structured its actions, which will be subject to an impact measurement in 2021.

The Group has always had a service-oriented corporate culture across its business activities to serve the greatest number and the general interest. This attention is illustrated by the following three illustrations:

- La Poste's Corporate Foundation seeks to communicate the values of culture, solidarity and innovation through writing. The Foundation encourages letter writing, creative writing and writing for everyone through its events, awards and workshops. It ensures that the initiatives it supports are geographically diverse so that all employees can get involved;
- La Poste museum: since its creation in 1946, the La Poste museum has three main missions:
 - 1. curate, enhance and showcase the French state's postal and stamp collections,
 - 2. preserve the history and heritage of La Poste,
 - **3.** educate the public on the Group's history.

The museum also organises regional events around the Greater Paris Region (Île-de-France). Since 2018, this has enabled it to reach different audiences, including pupils, the elderly, children in hospital and disabled people. Reopened in November 2019 after a major renovation, the museum was awarded HQE (High Environmental Quality) certification in sustainable building, level excellent and the Accessibility label by Certivéa;

• La Poste's Comité pour l'Histoire sponsors humanities research and promotes the Company's heritage.

Support of charitable causes:

• La Poste has been an active participant in the **Téléthon** to raise funds for research into genetic diseases since 1987. It mobilises employees to sort and send pledges of donations in record time. The action is also supported by fundraising on www.laposte.fr, the mobilisation of the customers of La Banque Postale and its subsidiaries KissKissBankBank and Goodeed. In 2020, the Group contributed €683,685 to the AFM-Téléthon association. La Banque Postale expanded its support system by giving three weeks of visibility (compared to two last year) to appeals for donations to individual customers, by organising two e-mail campaigns (compared to one in 2019) and by extending its appeal for donations to legal entities for four weeks; this enabled it to hand over a cheque for €468,702;

- La Poste has been a partner of the *Pièces Jaunes* (Yellow Coins) project for the past 30 years, to improve life for hospitalised children, alongside the *Fondation Hôpitaux de Paris-Hôpitaux de France*. In 2020, the *Pièces Jaunes* operation reinvented itself, in the face of the difficult healthcare context, by going fully digital (QR Code, donation by SMS, cheque, La Banque Postale website);
- La Poste has been a partner of the French Red Cross for over a hundred years and issues premium-rate charity stamps in favour of the organisation. The funds which are raised support actions for vulnerable and disadvantaged people, patients or the elderly. La Poste therefore raised €1,370,000 in 2020 (vs €1,139,600 in 2019).

Commitment to sport, culture and regional tourism development:

- La Poste has organised the "Tous arbitres" programme since 2007. This programme helps to inspire young people to embrace refereeing as a career and promote the role of the 58,000 elite referees and fans of football, rugby, handball and basketball, in partnership with the professional federations and leagues of the four sports. Ten awards have already recognised the "Tous arbitres" programme;
- every year since 1962, as the Christmas holidays approach, La Poste has opened the Santa Claus Secretariat whose mission is to respond to all children who send it a letter. Nearly one million letters were received in 2020;
- La Poste supports the "Fondation du doute" in Blois and illustrates its desire to support and promote participatory artistic expression. The "Fondation du doute" presents an exceptional collection of "Fluxus" works, an artistic movement at the origin of mail-art that circulates ideas and creations by using La Poste with the aim of surprising the recipient;
- La Poste relays information on the various workshops of "French Language and Francophonie Week" alongside the Ministry of Culture on the screens of the offices and distributes pre-paid postcards and bookmarks to the Ministry's relays as well as a limited series of collectors stamps;
- La Poste is a sponsor of La Biennale de Lyon. By being a partner of the International Biennale of Dance, alternating with the International Biennial of Contemporary Art, La Poste shows its commitment alongside contemporary artistic creation in the region;
- in 2020, La Poste supported the "Les lettres ordinaires" exhibition/performance by the artist Adrianna Wallis at the National Archives. The letters which cannot reach their recipients due to addressing errors and which do not present any information enabling the sender to be traced, have represented the material and the medium of installations, readings or films, presenting "life in the rough", in the words of Adrianna Wallis;
- La Poste supports the "Most Beautiful Detours of France" association in order to contribute to promoting some one hundred towns with a population of between 2,000 and 20,000 with the same objective of the sustainable development of quality tourism throughout the country.

3.3 Economic and social appendix

GEOGRAPHICAL PRESENCE

GRI	Indicator	Scope	Unit	2018	2019	2020
102-7	Sorting centres, distribution hubs and depots	LGLP	Number	2,898	2,765	3,404
102-7	Customers per day	La Poste	Millions	1.5	1.2	1
102-7	Livret A savings accounts	LBP	Millions	15.3	15	14.6
102-7	La Poste retail outlets, France	La Poste Network	Number	17,238	17,033	16,943
102-7	Post offices	La Poste	Number	8,145	7,741	7,566
102-7	Municipality and inter-municipality branches	La Poste	Number	6,339	6,459	6,554
102-7	La Poste Relais service points	La Poste	Number	2,754	2,807	2,822
102-7	Postmen-counter clerks	La Poste	Number	922	985	1,003
102-7	Public service areas	La Poste	Number	503	501	514
102-7	Driving license theory test centres	La Poste	Number	549	638	650
102-7	La Poste Relais-SSE service points	La Poste	Number	17	20	35
201-1	La Poste Mobile phone customers	La Poste Mobile	Number in millions	1.5	1.7	1.8
203-1	French population living less than 5 km from a La Poste retail outlet	LGLP	%	95.7	95.6	97.1

ECONOMY

GRI	Indicator	Scope	Unit	2018	2019	2020
201-1	Revenue from commercial activities	LGLP	€bn	19.2	20.4	23.5
201-1	Share in profits/(losses) of jointly controlled companies	LGLP	€m	-14	-25	41
201-1	Share in profits/(losses) of other equity associates	LGLP	€m	291	305	635
201-1	Operating profit/(loss)	LGLP	€m	892	889	3,149
201-1	Employee wages and benefits	LGLP	€m	12,769	12,683	13,841
201-1	Wages, salaries, bonuses and allowances	LGLP	€bn	9.4	9.4	10.1
201-1	Pension contributions, Social Security contributions and employee benefit costs	LGLP	€bn	3.1	2.8	2.911
201-1	Taxes and payroll contributions	LGLP	€m	767	734	720
201-1	Local taxes	LGLP	€m	135	133	151
201-1	Miscellaneous taxes	LGLP	€m	122	214	288
201-1	Income tax expense	LGLP	€m	-161	-134	-880
201-1	Dividends paid	LGLP	€m	171	221	43
201-1	Banking accessibility	La Poste	€m	320	350	330
201-1	Regional planning ⁽¹⁾	La Poste	€m	171	171	161
201-1	Philanthropy and sponsorship	LGLP	€m	11	12	18
201-1	Funding granted to the Foundation	LGLP	€m	0.96	0.96	0.96
201-1	Outstandings responsible loans ⁽²⁾	LBP	€bn	115.06	137.2	147.7
203-2	SRI funds 1	LBP	€bn	11	29.9	40.3
201-1	La Banque Postale net banking income	LBP	€bn	5.6	5.6	7.7

(1) Amounts received.

(2) Data as of 31 October 2020, ISO scope.

Total outstanding LBP AM assets under management. Since 1 November, the creation of the Ostrum subsidiary involves a partial transfer of funds.

SOCIETY

GRI	Indicator	Scope	Unit	2018	2019	2020
413-1	Expenditure on temporary staff	La Poste	€m	312	385	507
415-1	Lobbying expenses	La Poste	€m	0.4 to 0.5	0.4 to 0.5	0.4 to 0.5
102-9	Purchases	La Poste	€ bn(excl. VAT)	3.8	4.2	4.6
413-2	Purchases from the protected sector and from integration sector organisations	La Poste	€m	21.95	26.2	25.7
102-9	Purchases from the disabled and sheltered sector	La Poste	€m	14.34	12.1	13.1
102-9	Purchases from the integration sector organisations helping people back into work	La Poste	€m	7.61	14.1	12.6
413-1	Financing of the local public sector	LBP	€bn	13	14.6	15
413-1	Financing provided to small- and medium-sized businesses	LBP	€bn	5.9	5.9	7
413-1	Livret A savings accounts holding assets of less than €150	LBP	%	51	51	50
413-1	Silver economy and Healthcare revenue	La Poste	€m	137	170	185
413-1	New services revenue	LGLP	€m	126	224	323
413-1	Co-working sites developed together with Start-Way	LGLP	Number	20	28	30
413-1	Personal microloans disbursed (including housing microcredit)	LBP	Number	1,943	2,720	1,027
413-1	Microloan partnerships supported	La Banque Postale	Number	146	146	146
413-1	Customers supported by "L'Appui" (budget support)	La Banque Postale	Number	12,321	9,329	29,870
	Deaf and hearing-impaired contacts supported by Deafi	La Banque Postale	Number	6,028	7,787	8,165





ETHICAL, INCLUSIVE AND FRUGAL DIGITAL TECHNOLOGY

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Ambitions

Ethical and inclusive digital services are supported by the Digital Services business unit and relayed by the other business units, particularly the Network, with regard to the mission of bringing digital services closer to people excluded from their use. The Digital Services business unit has a dual activity:

- modernising the Group's digital tool and developing new services on behalf of the other business units;
- offering online services and digital offers to businesses, private individuals and local authorities via its laposte.fr site and its subsidiaries Docaposte and Mediapost Communication.

To implement its strategy, the Digital Services business unit has developed cross-functional, secure and customer service-oriented digital infrastructures. As part of its new strategic plan, Le Groupe La Poste wants to accelerate its digital transformation, develop digital trust services and contribute to digital inclusion. The health crisis has reinforced the omnipresence of digital technology, transforming customer relationships (from multi-channel to omnichannel) but also accentuating the divides in uses and the ability to take advantage of the opportunities offered by digitisation. To meet this ambition, the Group intends to make laposte.fr an open platform of reference for all types of mail. The joint work of La Poste and Caisse des Dépôts will be continued to support the digitisation of public service activities and regions. The foundations for a French digital sovereignty division will be laid, based on La Poste's digital trust activities and on Caisse des Dépôts. The Group will transform its data ethics into a competitive advantage by offering Digital Identity and the Digiposte digital mailbox to each new individual and professional customer.

Faced with the digitisation of products and services, the increase in digital skills of employees must enable the Group to take into account major issues such as the protection of its customers' data and the fight against cybercrime. The development of new collaborative tools, such as .com1 deployed in 2020, should facilitate work and co-construction with even greater agility. All Group employees will be trained in digital technology, taking into account the specific needs of their business lines and professional environment.

Ambition 2030

- Accelerate its digital transformation
- Develop digital trust services and roll out new innovative solutions
- Assert itself as a major player in digital inclusion and the fight against digital illiteracy (supporting 1 million people excluded from digital technologies)
- Digital training adapted to the needs of each employee with a specific pathway

"To accelerate the digital transformation, develop digital trust services and contribute to digital inclusion."









800 public or private services accessible with digital identity

29 million

unique visitors per month on laposte.fr (website and mobile app)





70,000 Ardoiz tablets used by seniors









Report at the end of 2020

	Le	Le Groupe La Poste		
	2020	2019	2018	
Ensuring data protection				
Number of people trained in personal data protection	5,800	13,600	4,900	
Number of people trained in privacy by design	100	100	-	
Number of complaints sent by CNIL to Le Groupe La Poste	44	64	32	
Developing new trusted third-party services				
Revenue of the Digital Services business unit (in millions of euros)	799	697	656	
Digiposte electronic safe users (in millions)	5.5	4.0	3.0	
Number of digital identities	300,000	255,000	210,000	
Number of unique visitors to La Poste online (in millions per month)	29	20.6	14.0	
Number of "My Account" customers (in millions)	21	16.8	13	
Smartéo digital tablets installed in post offices	15,100	10,000	7,800	
Facilitating digital inclusion				
Number of post offices involved in the digital inclusion programme	524	350	250	
Number of people detected in the use of digital technology ^(a)	49,000	36,000	ND	

(a) Cumulative data since 2019.

4.1 Being a responsible and exemplary company

For Le Groupe La Poste, the confidentiality of employee, supplier, service provider and customer data is a prerequisite for the performance of its business activities. A pioneer in the responsible use and security of data, the Group updates its systems and tools every year to overcome this major challenge through robust governance and the Data Charter.

As a trusted digital third party, the Digital Services business unit carries the values of:

- neutrality: do not interfere with the content of the discussion and treat all players in the same way;
- universality: accept all players;
- sustainability: continue to produce and maintain the service over the long term.

In 2019, the Group Green IT Committee, which unites the various business units IT services departments, was reorganised to form the **Group Responsible Digital Services Committee.** This Committee meets quarterly with the various IS, CSR and Purchasing and Strategy departments around an action plan. It worked on eleven Responsible Digital issues:

• responsible IT and communication equipment purchases;

- responsible digital community;
- footprint and maturity;
- responsible design of digital services;
- reuse and management of waste electrical and electronic equipment;
- awareness-raising and training;
- digital accessibility;
- key performance indicators;
- responsible digital certification;
- ethics;
- institutional monitoring and strategy.

The Digital Ethics Committee within the Responsible Digital Services Committee was set up in January 2020. The ClOs of the business units and subsidiaries, as well as the Group's CSR and strategy correspondents, take part in it. A working group bringing together all business units has defined the ethical principles in terms of Al for Le Groupe La Poste.



4.1.1 DATA GOVERNANCE

The deployment of the data protection framework is supported by strong governance in which several functions are involved. Some of these roles are more recent, such as the Data Protection Officer (DPO) and the Chief Data Officer (CDO). Others, such as the Information Systems Department, the information system security managers, Audit and Control, and the CIL (French Data Protection Authority) officer, predate the GDPR and Data Charter. The data roles and responsibilities are presented below.

Function	Role
Data Protection Officer (DPO)	The Data Protection Officer monitors compliance with the regulations concerning the protection of personal data within the Group and does so completely independently. The DPO provides information to employees, raises their awareness about key issues and advises on how personal data should be processed. Verifying compliance with the Data Protection Regulations is another aspect of this role.
Chief Data Officer (CDO) Artificial Intelligence (AI) division	The CDO and supporting team are tasked with harnessing the full value of La Poste's data capital and helping to lead the Group's data transformation.
	The CDO is also responsible for communicating about and delivering the cultural change necessary for the Group's transformation. The CDO leads the CDO Committee – which consists of the CDOs, the DPOs, the information system security managers, the ethics officer and the Communications Department – which meets three times a year.
Information Systems Department	Its missions are to support the digital transformation and ensure the consistency and optimisation of the Group's information systems. The ISD prepares the strategies and coordination for the Group's information systems. Decisions are taken by the Group's IS Committee, which is chaired by the General Secretary.
Information system security managers	Each Le Groupe La Poste entity (business units, parent company, services to business units and subsidiaries) has an information system security managers. They define, implement and are responsible for smooth operation of the security management system for information systems at entity level. Thanks to their knowledge of the Group's information systems, the information system security managers and cybersecurity teams contribute to the choice of technologies and infrastructures.
Group Audit and Risk Department	Through regular audits at the business units, the Group Audit and Risk Department analyses and monitors risk management and internal control issues related to GDPR compliance and introduction of the Data Charter.
Deputy DPO or French Data Protection Authority officer	The point of contact for the DPO, he or she discloses any personal data processing carried out within the entity and ensures that it is compliant. The deputy DPO also helps to raise awareness of and apply the personal data protection policy drawn up by the Group.

4.1.2 IMPLEMENTATION OF THE GENERAL DATA PROTECTION REGULATION (GDPR)

Work relating to the General Data Protection Regulation (GDPR)⁽¹⁾ started in 2016. To ensure the robustness of the system, it continued in 2020. The Group has improved the compliance of the personal data processing that it performs according to the risk-based approach recommended by the GDPR and the French Data Protection Authority (CNIL).

The Group's GDPR governance is ensured by a GDPR Steering Committee that meets every two months. The Data Protection Officer (DPO) also presents a report on the progress of the deployment of the GDPR in the Group to the Audit Committee of the Board of Directors.

The compliance programme includes:

- an IT component, with the implementation of data protection from the designing phase of projects (privacy by design) and the compliance of existing applications;
- an organisational component, with the setting up of a "data protection" organisation within the Group, including a shared Data Protection Officer (DPO) and Deputy DPOs;
- a legal section, including the updating of information notices and subcontractors' contracts to ensure their compliance with the GDPR. In 2020, a data protection impact analysis programme was launched to ensure compliance of the processing operations requiring this type of analysis;

- an awareness-raising component on compliance with the data protection regulations. In 2020, these actions were strengthened by the opening of the Group's data protection Intranet, accessible to all Group employees, and by the launch of training modules on the Group's privacy by design tools created by the DPO team;
- an initiative for Le Groupe La Poste's data protection community, in the form of a series of information and discussion meetings known as "data protection meetings".

Even before GDPR, the Data Charter adopted in May 2016 brought the development of the Group's digital services into line with its values of transparency and ethics. As a trusted third party, Le Groupe La Poste strives to offer its customers a simple, secure and comprehensive digital solution.

The Data Charter establishes the framework for using consumer data. It is intended to cover all stakeholders:

- **external:** consumers, individual customers, professionals, nonprofit organisations and client businesses, suppliers, public authorities and the Group's shareholders;
- **internal:** data controllers and, more generally, all employees of the La Poste parent company and of its main subsidiaries.

Six ambitions of the Data Charter

PROVIDE CUSTOMERS WITH A CONSTANTLY GROWING RANGE OF SERVICES

SAFEGUARD TRUST-BASED RELATIONSHIPS BETWEEN PARTNERS (customers, suppliers, etc.) GIVE PEOPLE CONTROL OF THEIR PERSONAL DATA

PROMOTE OPEN DATA AND OPEN INNOVATION for the common good

PROTECT DATA AND REPORT ON HOW IT IS PROCESSED

DO WHAT IS NECESSARY TO ACHIEVE ITS OBJECTIVES (leadership, governance,

change management and continuous improvement)

GDPR (General Data Protection Regulation): European Regulation on personal data protection, published in 2016 and entered into force in the member states on 25 May 2018.

4.1.3 CYBERSECURITY

In 2020, the **Cybersecurity Department** continued the development of cybersecurity coordination and governance bodies that began in 2019. Thus, The Group has the following committees that ensure the deployment of Le Groupe La Poste's information systems security policy:

- the Group Cyber Committee: the Group's Governance Committee;
- the Cyber Regulatory Monitoring Committee: monitoring of national and international regulations and regulatory projects related to information security;
- the Cyber Operational Coordination Committee: improvement of operational coordination and studies of changes to operational security structures;
- the Cyber Scientific and Technical Committee: establishment of an inventory and maintenance of a permanent understanding of the equipment used to protect the Group and its business units and subsidiaries, and definition of the detection and reaction policies in context for the Group, its business units and its subsidiaries;
- the Strategic Steering Committee: oversight of the regulatory compliance of the Group and La Banque Postale;
- several operational and technical committees complete this system.

Le Groupe La Poste's Information Systems Security Policy (PSSIG), approved in December 2019, is being rolled out. This document, built on the ISO/IEC 270021 standard, is supplemented by 15 strategic directives with which it constitutes the Group's security framework. This deployment and the control of the application of the PSSIG is ensured by a specific information system that enables the business units and subsidiaries to gradually become compliant between 2020 and 2022.

Within Le Groupe La Poste, 140 people are employed in the three Security Operation Centres (SOC) set up at the levels of the Group, its subsidiary Docaposte and La Banque Postale. These structures, which operate 24 hours a day, seven days a week, ensure information security for the three entities. They are equipped with Security Information Event Management (SIEM), which enables them to manage information systems events. The Group SOC is in the process of being certified as a security incident detection service provider (PDIS) by the French National Cybersecurity Agency (ANSSI). All SOCs are coordinated by the Operations Department of the Group Cybersecurity Department.

Each year, two annual internal audit plans for SOC and SIEM are rolled out for the Group and La Banque Postale. These plans are approved by the Chairman and Chief Executive Officer of the Group and by the Chairman of the Management Board of La Banque Postale. Penetration tests are carried out internally by the Group SOC or by the Group's IT Audit Department. In addition to these tests, La Banque Postale's General Inspectorate commissions internal and external penetration tests and the entire Group uses "Yeswehack" to carry out bug bounty monitoring campaigns⁽¹⁾. On average, 91% of sites and applications are tested every year.

Lastly, Le Groupe La Poste conducts several anti-phishing campaigns per year and information campaigns in the event of security alerts, including when its service providers/suppliers are affected. People handling sensitive information are subject to annual awareness-raising.

4.1.4 ETHICAL CUSTOMER RELATIONS

With the aim of guaranteeing trustworthy digital technology, including the ethical use of artificial intelligence (AI) in customer relations, the Group has strengthened three major assets:

 human assets: the oath to respect correspondence and amounts entrusted to employees was extended to the digital field in 2016; the swearing-in of employees on the respect of digital data allows La Poste's unique positioning as a trusted third party in the digital landscape.

Training sessions, "educational cafes", a guide and practical sheets raise employees' awareness of the concepts and challenges of data governance. At the end of 2019, the Data Charter was rolled out to all employees;

- technical assets: a pooled infrastructure the data lake. The very concept of the data lake (security measures, traceability, consent, storage periods, etc.) means that projects comply by design with the Data Charter and GDPR;
- **expertise:** a centre of artificial intelligence expertise, ProbaYes. With more than 50 data scientists, this expertise strengthens

the Group's skills and know-how in artificial intelligence to support the business units in their performance (predictability of traffic for GeoPost/DPDgroup, fraud detection, "My Stamp Online" chatbot, etc.).

Several programmes have been introduced **to improve customer knowledge**. The priority common customer knowledge programme within the Digital Services business unit initiated the creation of:

- a single customer account;
- a customer file shared between the business units (except La Banque Postale, for regulatory reasons); and
- a data lake to receive and consolidate the data.

The Group's customer knowledge base therefore pools data for both private individuals and professional customers (www.laposte.fr is the leading account creator in France for these categories). The introduction and use of this database meets two major needs:

A bug bounty is a programme that provides financial compensation to users who find security breaches or vulnerabilities in an organisation's application, website
or any digital service.

- enable each business unit to better understand customer behaviour, irrespective of channel used, within its scope of activity;
- understand a customer's overall behaviour in his or her relationship with Le Groupe La Poste, thus making it possible to align players from different business units.

Customers are segmented based on knowledge of their usage, analysis of multi-channel customer paths, Customer Indicators and the annual study of Customer Uses, ensuring full compliance with the Group's fundamental rules and the Data Charter (see Le Groupe La Poste website). As part of Le Groupe La Poste's Responsible Digital Services Committee, a working group bringing together all business units has defined ethical principles in terms of artificial intelligence for Le Groupe La Poste.

Le Groupe La Poste is responsible for making **all digital media accessible to all**, including websites and extranet. Its teams work to make them user-friendly, intuitive and responsible:

- the website www.laposte.fr can be accessed by the visually impaired and meets current standards of accessibility. Deaf users and those with hearing impairments can access online customer service provided by employees using French sign language and a webcam;
- from the outset, internal and external sites must be accessible. The "Digital & Accessible" Intranet site for company employees centralises all the methodological resources and best practices required to make digital media accessible, regardless of the functions involved: purchasing, IT, communication, etc.;
- a range of training courses, ranging from digital accessibility awareness to accessible website development, is offered in addition to the site;
- accessibility criteria are included in the specifications of service providers;

- on the responsible design of digital services, several short awareness-raising videos (produced in 2019 with the support of an external expert) for IT teams were deployed in 2020. In addition to these videos, several lifecycle analyses (LCA) of digital offers were carried out to determine their real-life impacts and identify optimisation levers;
 - from 2018 onwards, the centralisation of IT services within the information systems shared service centre has made it possible to support the Group's digital transformation while reducing costs thanks to the pooling of resources.

Since 2015, the integrated management system of Docaposte, the digital subsidiary of La Poste, has been certified ISO 9001 (Quality) for 33 of its sites, OHSAS 18001 (Safety) for 12 of its sites and ISO 14001 (Environment) for 13 sites representative of its businesses.

Docaposte is also ISO 27001-certified (Information systems security) for its high-level security activities.

Docaposte is certified for the excellence of its customer relations. Docaposte has been awarded ISO 18295-1 certification in recognition of the quality of its customer experience, in particular at its customer contact centres. Docaposte also holds the labels or certifications adapted to its offers, which refer to the scopes specific to its business lines: electronic archiving systems, accurate digitisation of documents, production of standardised check forms, hosting of health data, electronic signature.

Tech & Trust by Docaposte. The presence of the "Tech & Trust" marker on the solutions offered by La Poste guarantees its commitments. This marker attests to the values of trusted third parties promoted by Le Groupe La Poste, for companies and the public sector hosting their data on the Group's servers.

4.2 Developing useful, accessible and inclusive digital services 🛆

La Poste acts on behalf of all customers (private individuals and businesses) by using digital services to simplify their daily lives and offering La Poste's and La Banque Postale's essential services online in a secure, accessible manner 24 hours a day, 7 days a week.

Developing digital accessibility to services is a key issue for the Group as part of its strategic plan, "La Poste 2030, committed to you".

Beyond this, the fight against the digital divide is an important societal issue and a fundamental tool in the fight against insecurity and exclusion. Building on its regional coverage and its status as a trusted third party, La Poste conducts innovative initiatives to promote the accessibility and use of digital services by everyone nationwide. In this way, it contributes to the emergence of an inclusive digital society, the modernisation of public services activities and the simplification of the use of public services by citizens.

4.2.1 OFFERING USEFUL, UNIVERSAL SERVICES

Digital inclusion is also about enabling everyone to preserve and securely access their digital assets, including their personal documents in digital format. Concern for the security of personal data is the main obstacle to Internet use for 43% of Internet users⁽¹⁾. All of La Poste's servers are located in France, thus ensuring a commitment of sovereignty for the hosted data.

The Group's diversification strategy is driven by new digital products and services, which are intended to be useful and accessible to all, in particular with services that enable it to:

- make administrative documents secure with the Digiposte digital mailbox. In 2010, La Poste developed an intelligent and secure digital safe, renamed "digital mailbox", Digiposte, which was supplemented by a mobile application in 2016. These free tools allow users to store administrative documents and assist them in their daily lives by providing them with a list of necessary documents for renewing an identity document or other procedures. The acquisition of electronic document management specialist Eukles in 2018 increased the functionality of the tool. By the end of 2020, 5.3 million users were able to archive and transmit their invoices, account statements or pay slips in secure areas hosted in France. 245 million documents are stored;
- simplify and secure online processes with Digital Identity. As more and more services move online, managing usernames and passwords is increasingly tricky, while preventing identity theft is becoming a daily effort. To remedy this, La Poste has offered Digital Identity since 2015: Digital Identity provides proof of identity validated by a trusted third party. The identification and authentication solution requires a face-to-face identity check by a La Poste employee to set it up, and the user must confirm each login on their mobile. This solution makes it possible to connect easily and with complete confidence to more than 800 public and private services (300,000 digital identities at the end of 2020). The Docaposte service is the first to obtain security certification at the substantial level of the European eIADS regulation from the French Cybersecurity Agency (Agence Nationale de la Sécurité des Systèmes d'Information – ANSSI) in February 2020;
- facilitate mail procedures, thanks to the laposte.fr website. The laposte.fr site (an average of 29 million unique visitors on the site and on mobile phones) has seen its functionalities enriched, with the possibility of printing stamps at home and obtaining all the information necessary for the sending mail and parcels, to stamp collecting, etc. With the acquisition of AR24 in June 2020, La Poste offers the possibility of sending registered letters, with or without acknowledgment of receipt, without having to travel;
- La Poste has signed a partnership with the French national education system, making it possible to digitise and secure French school children's certificates of qualification for life.

^{(1) 2018} digital survey – Credoc.

4.2.2 FOSTERING THE EMERGENCE OF E-HEALTH

The Group, through its subsidiary Docaposte, is aiming for a leading position in e-health in line with its ambitions in home healthcare. Docaposte aims to be the leading trusted third party in France for the digital optimisation of the healthcare system. Docaposte is:

- France's leading health data host, with more than 45 million health records;
- a leading operator of digital healthcare platforms;
- a BtoB and BtoBtoC platform operator.

Docaposte wants to be the partner of healthcare players, taking advantage of the progress made possible by new technologies and thanks to its recent acquisitions:

- the acquisition in 2019 of Icanopée, a leader in the supply of shared medical record connectors (DMP), intended for software publishers as well as the stake in the Quebec company Tactio, publisher of software enabling doctors to remotely monitor patients contribute to strengthening the Group's position as an operator of digital healthcare platforms;
- InAdvans, acquired in the summer of 2020, designs whitelabel and SaaS digital solutions, such as the management of pharmaceutical interviews in pharmacies, the management of temporary authorisations for use, solutions for the digitisation of clinical trials, post-market monitoring solutions for medical devices, an application for calculating outstandings and the secure exchange of medical parts. This expertise enables Docaposte to diversify its offer, particularly for healthcare product manufacturers (pharmaceutical laboratories, medical equipment manufacturers) by facilitating and securing the reallife healthcare data analysis, supported by artificial intelligence;
- partnerships with clinic and hospital operators complete the set of solutions developed to bring hospitals and homes closer together for the benefit of patients. Coordination between the hospital and the home is key to supporting the patient and caregiver journey. It is facilitated by the services offered by the Group's Silver economy/health division;
- Docaposte is also contributing to the **digital transformation** of the care pathway: for healthcare facilities, the professionals looking after patients when they return home, and the patients themselves, outpatient services are delivered more seamlessly and securely. The services developed by the Group in health and home care go through digitisation, in particular *via* Digiposte Ma Santé and the ADEL application developed for Elsan, the second largest operator of clinics in France. This app enables patients of the Elsan group to be supported at all stages of their care pathway: during their pre-admission to hospital, during their hospitalisation and during their post-hospitalisation follow-up at home.

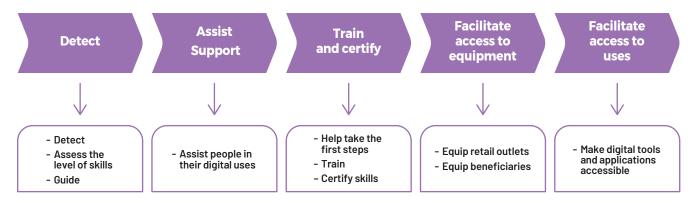
Two initiatives marked 2020, thus contributing to the fight against Covid-19:

- MaladieCoronavirus.fr: Docaposte actively participated in the Digital Alliance against Covid-19 with around twenty partners for the implementation of the maladieCoronavirus.fr online application. Launched on 18 March 2020 in just five days, maladieCoronavirus.fr allows anyone to make a self-assessment and to benefit from free guidance recommendations adapted to their state of health, by completing a questionnaire. These recommendations are made on the basis of an algorithm designed by a scientific committee made up of independent professionals and major university hospitals, under the aegis of the Institut Pasteur and the AP-HP. This site has made it possible to reduce the number of emergency medical services by only returning an average of 16% of cases to the emergency number 15, and making non-nominal data available to the Institut Pasteur for epidemiological study after validation by the CNIL. The success of this initiative, which has more than 13 million connections, is based on:
 - solid infrastructures, which were able to manage a peak of one million users over a weekend,
 - powerful datascience tools thanks to Adobis group, which saved one year in the medical analysis of data and made it one of the richest epidemiological databases in the world,
 - GDPR and sovereign industrial assets thanks to Docaposte datacentres located in France;
- **SourceCovid.fr:** Docaposte also participated in the launch of the SourceCovid.fr application with the members of the Digital Alliance against Covid-19 in December 2020. This application offers anyone who has been contaminated by the virus or their loved ones to spend a few minutes to help them better understand the upsurge in contamination that has been raging since mid-August 2020.

To promote the acculturation of health professionals to digital technology, Docaposte was also the force behind the "Les Trois Sphères" e-health symposium. The healthcare of tomorrow will be based on the interconnection between the three spheres family, medical and medico-social – by promoting the circulation of information in this reconciliation of spheres and therefore improving care pathways. The second edition took place in digital format in November 2020 on the theme of e-health and "Covid (r)evolutions", in partnership with the weekly magazine Le Point. A Scientific Committee has been created and constitutes a real think tank on an international scale, which aims to contribute to the digital changes in the sector and accelerate the deployment of e-health. Thanks to regular meetings, the members of the Committee, recognised health personalities, work to promote the acculturation of digital health professionals and, conversely, that of digital healthcare professionals.

4.2.3 ACTING FOR INCLUSIVE DIGITAL TECHNOLOGY \bigtriangleup

Le Groupe La Poste takes action and deploys action plans at each stage of the digital inclusion value chain:



Mobilising La Poste's networks to identify, assess the skills and provide guidance for people excluded from digital technology is a major challenge. Thirteen million French people currently experience difficulty with digital services; half of them are "digitally excluded" and have no Internet, while others use it only rarely.

Through the capillarity of its networks, its proximity to populations particularly affected by digital illiteracy and its know-how in terms of inclusion, Le Groupe La Poste has many assets and is positioned as a privileged partner of the French state and local authorities to accelerate the implementation of actions to reduce the digital divide. This involves meeting two challenges:

- massively identify the millions of French people excluded from digital technology;
- professionalise and standardise the offer to make it accessible and effective across all regions.

A **digital banking inclusion plan has** been rolled out since 2019 by La Banque Postale and La Poste Network to enable customers to be more independent in accessing essential banking services, accessible online. This plan is based on a comprehensive system:

- informing customers of the operations that can be carried out on automated systems and using online applications;
- customer support and tablet demonstrations;
- individualised or collective training in digital banking by partners (associative networks, We Tech Care, the Fondation Agir Contre l'Exclusion (FACE), the National Union of PIMMS (Points Information Médiation Multiservices) and Konexio. 2,616 people have already benefitted from these training courses in the vicinity of 134 post offices;
- informing customers of the operations that can be carried out on automated systems and using online applications.

This social and digital inclusion plan stands out in several ways:

 it made it possible to assess the level of digital skills of 49,000 customers in post offices mainly located in urban priority neighbourhoods, and to guide and train almost 1,900 digitally illiterate people;

 at the request of public operators, postmen visit people's homes and use a questionnaire to assess their level of digital independence. Initial digital support can also be provided immediately, via a video module on the postman's smartphone or tablet.

The mobilisation of the public service areas (Maisons de services au public – MSAP) and Espaces France Services is also part of the system to assist and support people excluded from digital technology:

- each year, 80,000 people are detected by the customer service managers of the 500 MSAPs located in small towns and urban priority neighbourhoods;
- the gradual transformation of MSAPs into Espaces France Services aims in particular to enrich the offer with a range of services offering access to and support for the online services of the sites of the nine partner public operators⁽¹⁾;
- depending on the level of digital autonomy of each customer, the *France Services* agent supports them in browsing institutional sites, finding information relating to their file, carrying out online procedures, using the video conferencing service, etc.

Supporting customers through digital introductory workshops has developed. The roll-out of the social and digital inclusion plan has made it possible to move towards introductory digital workshops, run by La Poste's partner associations near 3,300 people in a situation of digital illiteracy.

The support for citizens is provided in addition to **digital training courses leading to certification**, such as *CléA numérique*, an interprofessional certificate that recognises mastery of the fundamental uses of digital technology in a work environment. In conjunction with the Services-Mail-Parcels business unit, the objective is to deploy one site per department offering this certification by the end of 2021.

Ministry of Justice, Ministry of Finance, Public Action and Accounts, Ministry of the Interior, Health insurance, Pension insurance, Family Allowances Fund, MSA, Employment Office, La Poste.

La Poste is taking action to improve equipment levels:

- via the digital equipment accessible to its customers in post offices. La Poste provides customers with digital tablets in more than 4,100 local postal agencies, digital equipment in the 500 MSAPs, and digital payment desks in certain post offices. This equipment allows free and secure access to the most useful administrative procedures. In addition, La Poste provides ombudsmen in 500 post offices with a tablet;
- via digital equipment for seniors. La Poste offers the Ardoiz tablet which is adapted for senior users. To facilitate its handling, collective workshops are offered, led by employees or partners. More than 70,000 seniors used this tablet in 2020.

La Poste facilitates **access to digital uses** for people in precarious situations, with support:

- digital inclusion also means having access to documents, from any location, every day and for free. Partnerships with AP-HP and the Directorate General for Social Cohesion (DGCS) enable people in vulnerable situations to keep certificates, documents and information in the Digiposte digital mailbox and have access to them, if necessary with the help from social workers who provide consultation points;
- a digital identity has also become an essential component of daily life. La Poste makes it possible for all citizens to simplify administrative procedures in a simple way (see above).

DURING THE HEALTH CRISIS, LA POSTE SUPPORTS THE "KEEPING THE LINK" OPERATION

Supported by the *Collectif d'entreprises pour une économie plus inclusive en France* (group of companies for a more inclusive economy in France), the Simplon Foundation and "La France, une chance: les entreprises s'engagent", the goal of this "Keeping the link" operation was to equip Covid-19 patients in isolation with a digital tablet. This initiative has been rolled out in hospitals, Ehpads (care homes) and social structures. With Colissimo, La Poste took care of the shipping of 5,000 parcels, free of charge.

COUP DE COEUR AWARD GIVEN BY POST EUROP TO LE GROUPE LA POSTE FOR ITS COMMITMENT TO DIGITAL INCLUSION

On 8 October 2020, Le Groupe La Poste received Post Europ's *Coup de Cœur* award in the social category for its programme "Guaranteeing digital access for all". This award recognises Le Groupe La Poste's commitment over several years to reduce the digital divide.

4.3 Working with the ecosystem to ensure that digital technology has a positive societal impact

In addition to acting as a responsible and exemplary company in its use of digital technology and proposing useful and innovative digital services, Le Groupe La Poste is making a concrete commitment to the ecosystem to promote the development of an ethical and inclusive digital environment. The complexity and scope of the issues raised require us to join forces with other players from all sectors of society to act together, bring about change and create tomorrow's models and solutions.

4.3.1 LA POSTE IS COMMITTED TO ETHICAL, INCLUSIVE AND FRUGAL DIGITAL SERVICES

La Poste has been a founding member of the Green IT Club since 2011, renamed the "Institut du Numérique Responsable" (French Institute of Responsible Digital Services – INR). The Institute of Responsible Digital Services brings together 73 members, including 50 companies of all sizes, six local authorities, ten associations and seven schools. The aim of the research and analysis carried out is to improve the skills of digital users and share best practice. These cover:

- the environmental impact of digital technology and its applications;
- IT for Green, or how to make digital technology work for the environment;
- the responsible design of digital products and services;
- artificial intelligence.

Le Groupe La Poste contributed to the development of the "Institut du Numérique Responsable" Charter. It was one of the first signatories on 4 June 2019. The Charter now has more than one hundred signatories.

This Charter has several aspects relating to the environmental impact of digital services, responsible design of digital services, sustainable value creation, digital innovation, and digital ethics. Regarding this last point, the Charter's commitments include digital usage that is transparent and reassuring for all, data collection *via* artificial intelligence and recruitment and working conditions for digital employees. In addition to its involvement in the Institute of Responsible Digital Services, **the Group has contributed to various projects to promote ethical, inclusive and frugal digital technology:**

- participation in the work of CIGREF⁽¹⁾ on ethical and responsible digital technology;
- participation in the work of Syntec Numérique (a professional organisation of digital service companies, software publishers and technology consulting firms) on responsible digital use;
- participation of La Banque Postale, the Digital Services business unit and the Societal Commitment Department in the "Ethics" working group of AI HUB France, in a joint response to the request of the European Commission's high-level expert group with a view to developing tools to assess "trustworthy artificial intelligence";
- participation in the RESET programme of Fondation d'un Internet Nouvelle Génération (Fing), a reference think tank on digital transformations. This programme aims to define a new vision of digital technology and its societal contribution;
- continuation of GAIA X work: European sovereign cloud project (a digital ecosystem, regulated by its members, and driven by European values), of which Docaposte is a founding member. Docaposte brings its know-how in the fields of sovereign cloud, cybersecurity and trust services (electronic signature, archiving, time stamping);
- participation in the work of the National Digital Council (CNNum) on the Digital and environment roadmap to implement the recommendations of the White Paper of the same name.

⁽¹⁾ Association of Information Systems Directors of large French companies.

4.3.2 OFFERING NEW CAREER OPPORTUNITIES TO EMPLOYEES/ ACCELERATING THE DEVELOPMENT OF DIGITAL TECHNOLOGY FOR ALL EMPLOYEES

Because digital technology is an important driver of growth and development for the Group, it offers career paths to employees to support them in these new professions, which cover:

- the collection and use of data, the deployment of artificial intelligence to optimise processes and employee work and creating value for the customer. The objective is to conduct 70 Al projects by 2023;
- simplifying the lives of our connected customers through the use of Group data. The objective is to ensure growth in the number of accounts in the customer base of the Docaposte subsidiary in particular.

In 2015, Le Groupe La Poste partnered with **Simplon**⁽¹⁾ to train non-IT employees (mail carriers, counter clerks, employees in support services, etc.) in web development and computer coding. The digital transition is becoming a radical career development opportunity for La Poste employees with an affinity for IT. They can earn a designerdeveloper diploma and join the La Poste IT Departments.

The success of this system is undeniable. Building on this success, La Poste is offering a new career path to cybersecurity analysts: eight cyber-analysts trained in 2019-2020 received their diplomas in March 2021. Training for designers and developers is also continuing. A total of 72 La Poste employees have been trained over the last four years.

Digital training for employees is a key issue identified in the "La Poste 2030, committed to you" strategic plan, which provides that digital training will be offered to each employee with an adapted pathway.

⁽¹⁾ Simplon is a social and solidarity-based economy start-up founded in 2013 that initially offered free coding training. Simplon has now broadened the scope of IT training.

4.4 Digital appendix

DIGITAL

GRI	Indicator	Scope	Unit	2018	2019	2020
203-2	Revenue	Digital Services business unit	€m	656	697	799
203-2	Digiposte electronic safe users	Digital Services business unit	Number in millions	3	4	5.5
	Number of digital identities	Digital Services business unit	Number	210,000	255,000	300,000
	Number of La Poste online unique visitors	Digital Services business unit	Number in millions	14	20.6	29
	Number of "My account" customers	Digital Services business unit	Number in millions	13	16.8	21
203-2	Digital Smartéo tablets installed at post offices (digital inclusion)	Digital Services business unit	Number	7,800	10,000	15,100
	Number of postmen with Factéo	La Poste	Number of units	90,000	90,000	90,000
203-2	Qualification-earning course for postmen (coding, and Web and mobile development)	La Poste	Number	18	17	17
203-2	IT equipment base: servers	Le Groupe La Poste	Number	11,000	11,000	8,388
	IT equipment base: workstations	Le Groupe La Poste	Number	162,000	162,000	148,176
203-2	IT equipment base: printers	Le Groupe La Poste	Number	115,000	115,000	110,302
203-2	IT equipment base: (business) mobile phone lines	Le Groupe La Poste	Number	191,000	191,000	155,205
203-2	Energy consumption of IT equipment base	Le Groupe La Poste	GWh	192	192	376

4





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Ambitions

Le Groupe La Poste, a pioneer in the environmental and energy transition, has reaffirmed the strategic aspect of the energy and environmental transition in its new strategic plan "La Poste 2030, committed to you". For the Group, the aim is to stay ahead of the curve, capitalise on its strengths, meet the expectations of its customers and reaffirm its positive impact and its societal utility.

The Group's **environmental policy** is based on two levers: an **energy policy** and a **circular economy policy**. They include commitments to reduce greenhouse gases and air pollution and protect biodiversity.

For the past 15 years, Le Groupe La Poste has been at the forefront of the environmental and energy transition, it was the first fully carbon-neutral postal operator, it owns one of the world's leading fleets of electric vehicles, with all of these actions being largely recognised by the extrafinancial rating agencies, including in the area of sustainable finance. In the field of energy, the buildings managed by the Group's property company have been supplied with 100% renewable electricity since 2016.

The aim of the new strategic plan is to consolidate its action and set several ambitious objectives to strengthen its position as a leader in environmental transformation by 2030. These objectives are all the more essential given that consumer expectations are clear: 90% of consumers expect brands to commit and help them consume better, according to a 2020 Oney and Opinion Way study. Mobilising its employees is just as fundamental for Le Groupe La Poste, so that by 2030 it is recognised and chosen by its customers and partners as a leader in the environmental transition in each of its business lines, and to constantly set new frontiers in order to remain a pioneer.

Ambition 2030

- Continue its environmental efforts through the reduction in its greenhouse gases
- Position itself as the leader in zero-emission delivery in France and in Europe
- Assert itself as the European leader in positive impact finance
- Support regions and customers to have a positive impact on the environment: climate, air quality, resources, circular economy

"Commit as a leading company in the environmental transformation and make it accessible to all."

€180 million

revenue from activities related to the environmental and energy transition (excluding green finance)

100%

of electricity from renewable sources by 2025 for the entire Group

€22 billion

invested at the end of 2020 for energy transition projects by La Banque Postale



buildings certified ISO 50001 thanks to the energy management solution deployed with the subsidiary Sobre Énergie

2,382 ktCO₂eq

emitted by the Group, which will be fully offset

100% of eligible funds labelled SRI at LBP AM

-30%

targets for the reduction of CHC emissions by La Poste SA and the reduction of parcel emissions by GeoPost by 2025

Close to 110,000 metric tonnes

of materials collected for recycling and reuse

600

micro-sensors deployed by Geoptis to measure air quality in France



targeted by GeoPost's air quality measurement programme at the end of 2021 (PM 2.5, detected in real time)



major European cities, including 22 French cities, with 100% clean delivery by 2025





5.1 Becoming a leading player in the rational management of resources

Le Groupe La Poste is committed to the transition to the circular economy for itself and for its customers (businesses, local authorities, private individuals) and is developing solutions to support them, particularly in the areas of second-hand shopping, recycling, repair and reuse. The Group also wants to play its role as a major economic player in France by supporting the structuring of the ecosystem.

Its objective by 2030 is to assert itself as a leading operator and partner in the circular economy, serving the Group's performance and the preservation of the planet's resources.

Among its ambitions for 2030, the Group intends to:

- become a leader in new local services in terms of circular economy logistics;
- become the leading partner for second-hand platform logistics (eCtoC);
- promote an eco-responsible approach among the 60 million mobile subscribers;
- sell 100% recyclable postal packaging;
- reuse or recycle 75% of operating waste;
- be the first SBT-type certified company for resources.

Report at the end of 2020

	2020	2019	2018
Quantity of paper consumed by Le Groupe La Poste for its own operations			
(weight in metric tonnes)	16,169	12,961	ND ^(a)
Responsible paper rate ^(b)	82.3%	91.4%	ND ^(a)
Rate of recovery of waste from electrical and electronic equipment used by Le Groupe La Poste for its own operations ^(c)	94%	94%	94%
Quantity of materials collected by Recygo and Nouvelle Attitude			
(weight in metric tonnes)	110,210	116,182	85,000
of which percentage of materials recovered for reuse or material recycling	99%	99%	99%
Number of users of the Recygo offer	611,182	629,261	ND

(a) The 2018 paper consumption data are incomplete.

(b) Paper from sustainably managed, labelled forests or from recycled paper.

(c) These figures do not include donations and sales of equipment that has not become waste.

5.1.1 INTEGRATING THE CIRCULAR ECONOMY AT ALL LEVELS OF ITS OPERATION

Le Groupe La Poste wants to lead the way and differentiate itself by integrating the circular economy at all levels of its operations and in its products and services.

At each stage of the life cycle of the objects used for its operation, the Group aims to deploy the principles of the circular economy. This means that it acts through its supplies and the consumption of its resources and strives to give a second life to its equipment and recover its waste. It works both on products intended for customers – such as envelopes and postal parcels – and on its own equipment and supplies. The areas to which it has given the most attention are electrical and electronic equipment, vehicles and paper. However, it is also developing *ad hoc* procedures for construction materials, water, furniture, disposable plastics and work clothes, as well as for a broader set of resources.

Products intended for customers

Postal envelopes and parcels

Le Groupe La Poste has an eco-design policy for its envelopes and postal parcels.

All of its paper and cardboard mailing products are 100% recyclable. The vast majority of products in the Colissimo range include FSC Mix certified paper (from sustainably managed forests and containing recycled fibres), corn starch or water-based glues and water-based inks. The percentage of recycled materials reaches 20% for certain items, a proportion that should increase significantly with new supplies being rolled out. Between 2018 and 2020, the proportion of recycled material included in the range of flexible pouches increased from 25% to 50% on the inside of the pouch. The amount of glue has been reduced by 20%.

The proportion of recycled materials used in plastic envelopes also increased: 60% for certain Colissimo brand ranges, and 80% for DPD UK express parcels.

The Group is also working to develop the use of reusable packaging.

Customer support for their own packaging

La Poste also advises its e-commerce customers on how to avoid empty spaces inside packaging, reduce materials consumption, and incorporate recycled materials without compromising the strength of the packaging, given that it will be subjected to mechanical processes. Tests are also carried out with e-retailer customers and specialised service providers to verify the robustness and use of new reusable packaging.

Digital terminals

La Poste Mobile currently sells a refurbished telephone model and is targeting 10% of its sales of refurbished handsets by 2025. In order to promote an eco-responsible approach for the 60 million mobile subscribers in France, it will also offer repair solutions for reuse and recycling.

Equipment and supplies used by Le Groupe La Poste

Paper

Paper is a critical resource that Le Groupe La Poste purchases. One of the key drivers of its responsible paper policy relates to the quality of supply. La Poste favours paper produced in a way that does not contribute to deforestation. All entities are mobilised to prioritise the use of responsible paper. In 2020, 82.3% of the paper used by Le Groupe La Poste came from sustainably managed forests or from recycling.

In addition to the origin of the paper itself, procurement requirements also include ancillary resources, such as inks, glues and coatings. This is why Imprim'Vert certification or the signing of the "Print Environnement" Charter is systematically required for the printing of advertising, promotional or institutional material.

Sustainable paper consumption

Many different methods are used to adapt consumption to each specific use: dematerialisation of bulky documents and recurring administrative documents, rationalisation and configuration of printer fleets, choice of low-weight paper and standard formats. 59% of employees now receive their pay slips in paperless format only.

In 2019-2020, total paper consumption within the Group's scope was 16,000 metric tonnes.

Paper recycling

Recycling of office waste, of which paper generally accounts for 75%, is being deployed at all Le Groupe La Poste establishments. In 2020, more than 5,900 metric tonnes of paper and cardboard collected from the Group's sites were recycled through Recygo and Nouvelle Attitude, two of the Group's waste management service providers.

Advising customers on how to optimise their paper use

The Mediapost subsidiary, a major player in local communication, supports its customers at every stage of their campaigns. With solutions such as print advertising, street marketing and SMS campaigns, Mediapost offers ways to combine responsibility, efficiency and profitability for advertising investments. For campaigns requiring paper (print campaigns), Mediapost relies on its ethical data management (ISO 27001:2013 certification) and presents more than 3,000 socio-demographic, behavioural and household equipment-related criteria. These criteria make it possible to limit waste by distributing messages only to households directly affected by an offering. In concrete terms, this prevents an advertiser from promoting lawnmowers to private individuals living in apartments. Mediapost also has a regularly updated address database. This base of distributable letterboxes gives advertisers the opportunity to calculate the number of advertising prints required as accurately as possible. Mediapost also invites its customers to eco-design their print campaigns, using dedicated guides. The various pieces of advice given (optimisation of graphic creation of media, choice of paper, selection of a committed printer, etc.) encourage rational use of paper in the service of responsible development.

As for Docaposte, a pioneer in continuous colour printing, its industrial printing facilities include printers that are capable of colour printing on white web. This technology reduces waste and the environmental impact of the upstream and downstream logistics of printed materials.

The laposte.fr website promotes environmentally-friendly gestures for the publication and printing of stamps designed by customers themselves: choice of less polluting inks and way of printing.

Electrical and electronic equipment

The Group uses hundreds of thousands of items of electrical and electronic equipment in its activities: computers, telephones, printers, cameras, scales, sorting machines, etc. Their production and use requires material resources, particularly plastics and metals. The management of the resulting waste – known as WEEE, waste electrical and electronic equipment – raises environmental and risk management issues. La Poste is rolling out action plans to limit impacts at several stages of the life cycle of these objects.

Maintenance to extend the useful life of equipment

Electrical and electronic equipment is repaired and put back into service within the Company. This, together with software maintenance, security measures and the ecofriendly behaviour of device users, has extended the average service life of electrical and electronic equipment throughout the Group. For example, mobile phones are used for an average of almost six years, fixed-line telephones for more than seven years, and monitors for ten years. Laser printers are used for more than seven years on average. In particular, Le Groupe La Poste is gradually deploying more virtuous management of its mobile phones, smartphones and tablets: repair, then reuse and recycling. First rolled out to postmen's smartphones, this new management system is gradually being applied to the various fleets of mobile equipment used within the Group. In 2020, 7,300 pieces of equipment were repaired and put back into service with La Poste employees.

Reuse

In 2020, one-off donations of small quantities of computer or tablet-type equipment were made to associations and schools, notably as part of maintaining digital accessibility during the lockdown. La Poste has tested a larger-scale operation – around 250 pieces of equipment – with a partner from the social and solidarity-based economy (SSE), for various beneficiaries: SSE structures, private individuals, SMEs, local authorities, Company employees via their works councils... In all, 1,500 devices excluding telephones were reused in 2020.

In addition, 18,000 mobile phones that were still functional but no longer met La Poste's needs – due to battery wear, memory or technological developments – were reused externally in 2020.

The repair (of 7,300 telephones) and the reuse (of 18,000 telephones), avoiding the purchase of new telephones, made it possible to avoid the consumption of 1,770 metric tonnes of raw materials, $23,000 \text{ m}^3$ of water (the equivalent of nine Olympic-size swimming pools) and the emission of 730 metric tonnes of greenhouse gases.

In addition, when it has to dispose of special equipment such as sorting machines, La Poste recovers spare parts that can be used to repair other machines. This recovery generates significant savings, of around €500,000 to €800,000 per year, while avoiding the consumption of aluminium materials, plastics, printed circuit boards, etc. Some sorting machines are also given to IUT schools to participate in the training of future technicians.

In 2021, Le Groupe La Poste is testing new partnerships to develop the reuse of its computers and smartphones for populations to encourage their digital inclusion. A POC is thus carried out with the Lyon Metropolis: detection of digital insecurity by an association, training, delivery of 150 refurbished smartphones and subscription at advantageous prices.

The Group wants to learn from these different methods of reuse and make recommendations to be able to deploy them in a realistic way with an environmental, social and economic balance.

Recovery rate of waste electrical and electronic equipment

The Group has developed a processing stream for its waste electrical and electronic equipment (WEEE). Used equipment is collected by specialised service providers, mainly for reuse and material recycling. In 2020, this represented 950 metric tonnes of WEEE, of which 94% was recovered (77% in the form of material recycling, 7% in the form of reuse, and 11% in the form of incineration with energy recovery).

Vehicles

La Poste carries out or has service providers carry out maintenance on its vehicles to extend the service life of vehicles and parts. When it no longer has use of them, it gives them a second life through sales as used vehicles. Two noteworthy points should be mentioned:

Electrically assisted bicycles (VAE)

Maintenance and repairs are performed thanks to ecosystems of local actors, including SSE structures. For example, for sites in the Services-Mail-Parcels business unit, the maintenance of electric bikes, cleaning of vehicles, repair of trolleys, maintenance of postal street resources (Cidex) are primarily entrusted to companies that primarily employ people with disabilities.

In 2020, a team of employees won Le Groupe La Poste's intrapreneurship scheme with a project to reuse VAE, a project being studied and piloted in 2021.

Second life of postal vehicles

Véhiposte sells vehicles that are no longer needed by La Poste to car dealers and employees. Véhiposte sells from 8,000 to 10,000 used vehicles each year. The subsidiary is also studying with a specialist operator the possibility of reusing spare parts for its vehicles, which should eventually cover between 1,500 and 1,900 vehicles per year.

Buildings and construction materials

Choice of materials

The subject is being worked on by the property company Poste Immo. It aims to enable the use of materials with a low environmental and health impact to be prioritised in specifications and tenders. The studies are based on life cycle analysis experiments for certain projects such as the emblematic renovation of La Poste du Louvre.

Making better use of space

Le Groupe La Poste is rolling out a number of co-working space concepts to optimise working and collaborative spaces, reduce commuting time and optimise cooperation between businesses. As such, post offices may be made available when not in use, or the spaces in buildings that La Poste wishes to redevelop, transformed into off-site co-working spaces. For this, Poste Immo is supported by partners and innovative start-ups. When certain postal sites are sold, in whole or in part, the buyer does not always convert them immediately. Where possible, Poste Immo uses temporary regeneration projects to make use of available space. For example, La Poste temporarily housed a storage site for the Secours populaire in the centre of Roubaix.

Construction waste prevention and management

Since 2016, the Group's property company has been a forerunner with its construction waste prevention and management policy. The law requires a waste audit to be carried out when demolishing buildings of more than 1,000 square metres in size. Poste Immo has extended this obligation to all its construction sites (demolition, construction, refurbishment, renovation, redevelopment, etc.), regardless of size. To achieve this objective, employees and service providers have been trained and equipped (construction site waste management kit, monitoring documents, integration into framework contracts for project management and construction companies). Following pilot projects, the approach is being rolled out.

Emblematic of this approach, the *Maison de l'Innovation* project located on the Île de Nantes entered its first phase in 2020: the deconstruction of the existing building. Materials that can be reused are made available for reuse by other players on a dedicated website. The deconstruction of the former mail sorting centre in Mulhouse was accompanied by specifications that included the reuse of some of the metal structures, wooden components and technical equipment (fire extinguishers, sectional doors, refrigeration units), recycling of plaster and concrete-based and inert materials. Almost 18,000 metric tonnes of materials were recycled or reused at a rate of 98%.

Work clothes

For some equipment, there is currently no satisfactory solution, for either reuse or recycling. La Poste is engaged in collective research initiatives. This is the case with the project for the industrial reuse and recycling of work clothes (FRIVEP-FIREX).

In partnership with associations, manufacturers and other companies that are major users of these textiles, Le Groupe La Poste is testing the implementation of an efficient and balanced recycling/reuse process for work clothes. After the encouraging results of the first experiment, a second phase aims to industrialise the processes: choice of materials to be recycled and development of marketable products, non-woven or recycled thread.

La Poste also continued to organise solidarity collections of safety shoes in 2020.

On a similar subject, La Poste relaunched a study at the end of 2020 on the reuse and recycling of bicycle bags used to transport mail. Several donations of materials such as bags and kakemonos were also made to social and solidarity-based economy structures or to very small businesses that have developed sewing activities.

Furniture

When La Poste moves or transforms a postal site, it increasingly seeks to redeploy furniture. The equipment is then mainly redeployed within the Company or donated to social and solidaritybased economy structures, or to very small companies in the startup phase.

Avoiding plastics and disposable objects

Plastics are used in a wide variety of equipment and objects within the Group, from everyday consumables to equipment with a very long useful life. Thought is being given to plastics in work clothes and packages (consideration of design to reduce plastic consumption and/or increase recyclability at the end of life). Various plastic objects related to food production or consumption are routinely recycled (palletising films, strapping, bottles, etc.). Others are recycled as part of local solidarity operations (*e.g.* donation of lorry seals and bottle caps to associations which resell these recyclable materials to finance their activities).

The subject of disposable objects is looked at closely for objects used in connection with food. A large number of the Group's establishments have, in recent years, taken steps to reduce the use of disposable cups, and certain sites have succeeded in eliminating them entirely. New actions are being considered to go further. At the same time, the Purchasing Department is working to reference alternatives to disposable cups and bottles in office supplies. However, the measures taken in 2020 against the Covid-19 epidemic have led to a sharp increase in the use of disposable plastics in all companies.

The fight against food waste

Le Groupe La Poste's various catering outlets experienced a disrupted context in 2020 with the Covid-19 and the massive deployment of remote working. Cafeteria service standard operating procedures include CSR requirements, particularly with regard to preventing food waste and sorting refuse. Processes and methods have been implemented to prevent daily food loss, and raise awareness among kitchen teams and guests. Food waste weighing campaigns are carried out.

An experiment was launched in eight Le Groupe La Poste restaurants during the European Sustainable Development Week. In order to limit food losses and combat food waste, for three months, surprise baskets made up of unsold items from lunchtime were offered to employees at attractive prices, *via* the TooGoodToGo smartphone app.

5.1.2 ACT AS A CATALYST FOR THE SECOND-HAND AND RECYCLING MARKETS Δ

The logistics of the objects to be reused or recycled is one of the major difficulties of the circular economy. This involves collecting everyday objects or professional equipment to extend their life cycle from private individuals or companies. Le Groupe La Poste has developed expertise in reverse logistics, which enables it to offer a range of solutions to support its customers. It can capture diffuse resources, pool them, give them added value and direct them towards recycling and reuse actors. The services provided by Le Groupe La Poste are aimed in particular at customers with mixed quantities of materials: private individuals, SMEs, VSEs and network companies.

La Poste has two subsidiaries dedicated to the circular economy, Recygo and Nouvelle Attitude, that provide strong added value beyond reverse logistics through sorting, material recovery, traceability, etc. Other Le Groupe La Poste companies also deploy their logistics services for the circular economy.

The logistics of second-hand e-commerce sites

The strong development of second-hand shopping, contributing to the circular economy, is accompanied by a need for responsible logistics. In 2020, Le Groupe La Poste continued its positioning with e-commerce platforms to become a leading logistics provider.

Recygo and Nouvelle Attitude

Since 2012, La Poste has been collecting and recycling paper and cardboard from offices. In 2018, it joined forces with the Suez group, which is renowned for its expertise in the collection and recycling of all types of waste and in downstream waste recovery processes. This led to a joint venture, Recygo, which significantly boosts the collection and recycling of office waste in mainland France.

This company offers a unique, digital solution accessible to all types of customers, regardless of their size or industry, which enables them to meet the "big 5" decree requirements (collection for recycling of paper, metal, plastic, glass and wood). All office waste is concerned: office paper, bottles, cans, cups, cartridges, etc. On small sites, office waste is collected by postmen. They are sorted by Nouvelle Attitude, an integration enterprise subsidiary of La Poste, or by partners from the social and solidarity-based economy. The waste is then recovered in the best French practices, promoting local employment. In addition to recycling services, the Recygo website provides customers with tools to monitor and enhance their sorting process.

Nouvelle Attitude is an integration company that is a wholly owned subsidiary of Le Groupe La Poste. It has been in existence for twelve years and is located at six sites in France. It has two missions – one environmental and the other social – which together contribute to local economic development:

- it sorts office paper for recycling and organises sorting activities for other items and materials for recycling or reuse;
- it helps people who are out of work return to steady employment. In 2020, assistance was given to 125 people, and 63% found a permanent job, or else went on to do a vocational training course.

For example, Nouvelle Attitude organises the sorting for recycling of paper and cardboard from the French National Assembly. It also recycles used cardboard from cardboard recyclers that has been recovered from retailers in Le Groupe La Poste's urban logistics services.

In 2020, the Recygo SAS service was used by more than 611,000 users, working in 10,000 sites. Thanks to the services of Recygo and Nouvelle Attitude, 110,970 metric tonnes of materials were collected for recycling and reuse.

In addition, in 2020, Recygo was selected by Union des groupements d'achats publics (UGAP) to be referenced by public sector players. Lastly, Recygo launched Renoovo, the first subscription that covers the entire office paper cycle: from the supply of recycled paper to its recycling after use. Renoovo also offers a comprehensive range of eco-designed office supplies made in France (paper, paper towels, mugs).

Other reverse logistics activities serving the circular economy

Urby, a subsidiary of Le Groupe La Poste and La Banque des Territoires, includes reverse logistics activities in its urban logistics services. In 2021, a professional packaging collection service known as "five flows" will be rolled out in all dense urban areas of its network. In some cities, Urby also collects bio-waste. For several years, Nespresso has chosen Le Groupe La Poste to offer its corporate customers the collection of their used capsules. In 2020, on average 40 metric tonnes per month were collected by La Poste's employees.

In 2020, La Poste and its subsidiary Sogec contributed to the logistics of the national campaign to collect used mobile phones, launched by the eco-organisation Ecosystem during the Tour de France. Over the year, nearly 22,000 collection kits were sent *via* the website www.jedonnemontelephone.fr.

Reverse logistics is also applied to packaging reuse circuits. Group companies support their shipper customers to test return channels: e-commerce platforms, retailers of consumer goods, players specialising in the reuse of packaging, such as the startups Hipli and Repack.

La Poste supports start-ups such as Capillum, winner of the *Trophée des Élanceurs*, which collects hair from hairdressers to extract keratin, which has multiple uses (netting to filter pollution in port water, alternatives to plastic mulching for professional and amateur gardeners). Several collection and transport methods are being rolled out.

Financing the circular economy

The Group also supports the roll-out of the circular economy in the regions through innovative financing solutions.

The green loans offered by La Banque Postale to local authorities concern five areas, including two in the field of the circular economy: sustainable management of water and wastewater treatment, and waste management and recovery.

La Banque Postale has expanded its range of green loans by making them accessible to businesses and professionals intended to finance investments with a positive environmental impact, including projects related to the circular economy: water collection, treatment and supply, construction or extension of sewerage networks, selective collection and transport of waste sorted at source, composting of biodegradable waste, recovery of materials from waste. These green loans are aligned with the demanding criteria of the green taxonomy developed by the European Union.

Crowdfunding is also useful for mobilising various players around common objectives. For example, 97% of the collections proposed during the three annual editions of the call for circular economy projects of the European Metropolis of Lille were successful and nearly €250,000 in funds were raised.

5.1.3 SUPPORTING THE CIRCULAR ECONOMY ECOSYSTEM AND REGIONAL SECTORS

Le Groupe La Poste's committed exemplary approach aims to support start-ups and structures in the social and solidarity-based economy and the resilience of certain sectors.

Support for innovators

To develop and support the ecosystem, La Poste and its subsidiaries support start-ups and social and solidarity-based economic structures via several innovation mechanisms, for which they are initiators (for instance the French IoT competition) or for which they are partners (for instance the Paris & Co incubator and Fondation La France s'engage). The support can take several forms: organisation of experiments, development advice, partnership, solidarity fundraising involving employees, skills sponsorship missions, etc.

Support for sectors

La Poste and its subsidiaries provide support to various sectors as part of their activities. Therefore:

- Recygo has renewed its commitment to the French paper industry as a partner. The agreement entails, inter alia, fostering long-term partnerships with local recycling papermakers and ensuring sufficient supply volumes, to boost the paper recycling and recovery industry in France;
- Urby works with SSE players, such as the Remue-Ménage integration workshop in Bordeaux, according to the challenges and possibilities specific to each urban area;
- La Poste supports the *SoliPain* initiative, a programme developed by *Handicap Travail Solidarité*, a non-profit organisation. *SoliPain* collects unsold bread from bakeries in order to transform it into products for human or animal consumption. The objective is also the creation of sustainable and socially responsible jobs within a company that primarily employs people with disabilities (*ESAT – Établissement et Service d'Aide par le Travail*). At the heart of the system, La Poste provides regular pick-up logistics for unsold items. The objective is to collect and recycle 50,000 metric tonnes of unsold bread each year.

Employee and customer mobilisation

Le Groupe La Poste's employees are themselves ambassadors for the responsible use of resources. They are made aware of it through long-term (purchasing rules, guides, etc.) and occasional operations (European Sustainable Development Week, European Waste Reduction Week).

In 2020, despite a difficult health situation, several collections of objects to be recovered took place – books for Libraries Without Borders, postal bags to be transformed by craftsmen or integration workshops, safety shoes. Seven establishments committed to World CleanUp Day in mid-September: 80 people took action and collected a metric tonne of waste around their work buildings.

Le Groupe La Poste also raises awareness of environmental issues among its customers. As part of its World CleanUp Day sponsorship for the third year, the Company broadcast an awareness-raising video in post offices equipped with TV screens in September 2020, and communicated on social networks.

Towards resource management guidelines

On the subject of resources, there are no consensual and scientifically substantiated trajectories such the Paris Agreement for climate change. Having made this observation, La Poste wanted to contribute to the emergence of such standards and decided in 2020 to participate in the co-construction of SBT for nature tools, which could be a gateway to an SBT for resources.

5.2 Committing to the climate

5.2.1 STRONGER GOVERNANCE ON ENERGY, CLIMATE AND ECOLOGY

The Group's climate and energy governance is being strengthened, in particular with the contribution of external experts, allowing it to better understand increasingly technical issues. Committees⁽¹⁾ in charge of informing the Group's climate/energy/ecology strategy are:

- the Energy Strategic Committee, created in 2018, which oversees cross-functional energy transition actions;
- the Energy and Ecological Transition Steering Committee (COTEE), created in 2020 by the Strategy Department to enhance

the Group's environmental strategy and feed into the Executive Committee's vision. It brings together around ten highly qualified external individuals alongside internal Group members;

 the "Climate Risk/TCFD" Steering Committee, under the guidance of the Group's Societal Commitment Department, which conducts work aimed at prioritising and valuing climate risks and building climate scenarios. This Committee brings together the Strategy Department, the Finance Department, the Risk and Insurance Department, the CSR Departments of the business units as well as specialised research departments (EcoAct and I4C).

5.2.2 GHG REDUCTION TARGETS IN LINE WITH THE PARIS AGREEMENT

Since 2012, the mail, parcel, express and digital offers have been carbon-neutral. Since 2019, Le Groupe La Poste has been the leading 100% carbon-neutral postal operator. Its ambition is to maintain this carbon neutrality, which it has established as one of its priorities. These objectives are based on a four-part carbon policy:

- design of products and services with a reduced carbon footprint, to avoid greenhouse gas emissions;
- measuring all GHG emissions linked to these activities, through effective monitoring and management at all relevant levels;
- reducing the carbon footprint of the Group's activities (transport, buildings, IT equipment);
- offsetting the residual GHG emissions.

As part of the new strategic plan, the Group has made a commitment to be aligned by 2030 on an ambitious trajectory that limits global warming to 1.5 °C. The breakdown is done by branches:

 La Poste SA, with a SBTi certified trajectory in 2019, has an overall objective⁽²⁾ of a 30% reduction in its Scope 1, 2 and 3 emissions by 2025⁽³⁾, compatible with the +2 °C scenario of the Paris Agreement. This can be broken down into two subobjectives: a 51% reduction in Scopes 1 and 2 (internal fleet of vehicles and buildings), a target compatible with the +1.5 $^{\circ}$ C scenario, and 14% reduction for Scope 3 (mainly subcontracted transport), a target compatible with the +2 $^{\circ}$ C scenario;

- La Banque Postale has been involved since 2017 in the Science-Based Targets initiative which aims to certify a greenhouse gas emission reduction trajectory compatible with the objectives of the Paris Agreement. In the coming months, La Banque Postale will present the trajectory for reducing the carbon footprint of its portfolios, which will support its commitment to zero net emissions by 2040. In addition, La Banque Postale formalised its climate commitments as part of the climate stress tests conducted with the ACPR in 2020;
- for its carbon trajectory, the GeoPost business unit has defined a 30% reduction in emissions per parcel by 2025 compared to 2013. This trajectory will be subject to a SBTi study in 2021 in view of its certification. In addition, the business unit has set itself a new target of reducing CO₂ emissions by 89% and other atmospheric pollutants due to deliveries in 225 major European cities by 80%.

⁽¹⁾ See the table detailing the main CSR management bodies on page 46, 47 and 48.

⁽²⁾ This objective is accompanied by a roadmap in line with the objectives set by the Paris Agreement and scientifically validated by the Science-Based Targets initiative (SBTi). It includes the entities of the La Poste parent company, including the Services-Mail-Parcels, La Poste Network, and Digital Services business units, and the Corporate services.

⁽³⁾ Compared to 2013.

5.2.3 TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

Le Groupe La Poste supports the definition of its ambitions and its roadmap on the recommendations of the TCFD (TCFD Supporter since summer 2019). In the wake of the Paris Agreement, the G20 Financial Stability Board put together a Task Force for Climaterelated Disclosure (TCFD). The TCFD aims to promote transparency on climate issues in corporate communications. In terms of risk and opportunity management, the Group has drawn up its climate risk and opportunity mapping, which includes ten transition risks (mitigation phase), four physical risks (adaptation phase) and seven opportunities. Based on an impact and probability analysis, the Climate Risk/TCFD Steering Committee prioritised five risks and one opportunity to inform the strategic climate scenarios. It should be noted that Le Groupe La Poste has not received any complaints for environmental non-compliance.

Transition risks

Nature of impacts	Description of the risk		
Carbon pricing: taxation of emissions from the transport/logistics sector	Strengthening the control of GHG emissions through carbon taxes and the Emission Trading Scheme (ETS) could have an impact on the competitiveness of the logistics sector. It is very likely that before 2030 the transport sector will integrate the EU-ETS which requires companies to invest in the decarbonisation of their logistics activity or to acquire certificates for an equivalent amount. Similarly, the price of outsourced services could increase without La Poste being able to pass on these price increases to its end customers.		
Technological risk: non-competitive clean lorry technologies	The Group anticipates that new generations of lorry technologies will be required to achieve its GHG reduction targets and that strategic partners will contribute to the mitigation effort. The absence of competitive clean lorry technologies, such as alternative fuels or power units, could have a significant impact on the competitiveness of logistics activities.		

Physical risks

Nature of impacts	Description of the risk		
Impacts of extreme weather events on the Group's real estate and productive assets	The frequency and severity of extreme weather events (river and coastal flooding, shrinkage or swelling of clays, storms, etc.) will increase with climate change, which could affect the Group's assets, particularly real estate assets, resulting in losses of assets and an increase in insurance premiums.		
Impacts of climatic conditions on health, safety and working conditions	The chronic increase in temperatures could lead to a deterioration in working conditions and an increase in energy expenditure and investments necessary to ensure employee comfort and maintain product integrity.		
	La Poste's postmen who work outdoors and perform physical activities are particularly exposed to this risk. The risk also covers the increase in accidents in winter.		
Impacts of the increase in natural	The increase in claims could lead to an increase in the credit default rate.		
disasters on credit defaults and insurance premiums paid	The growing exposure of insurers to natural disasters is causing tensions in the insurance/reinsurance markets. In fact, the cumulative annual losses associated with droughts and floods could increase by 35% compared to 20% ^(a) in an intermediate warming scenario.		

(a) Source: study conducted by the CCR Group in partnership with Météo France Predict.

https://www.ccr.fr/-/etudeclimatique2018versionlongue.

Opportunities

Nature of impacts	Description of the opportunity
Development of low-carbon logistics: strengthening of the position on the parcel market	The rise of e-commerce creates new responsibilities and difficulties for urban centres, which are threatened by congestion and pollution. As a trusted partner of local players, Le Groupe La Poste is opening up development opportunities anchored in its expertise in urban logistics for sustainable cities. By promoting urban logistics initiatives, Le Groupe La Poste will be able to: consolidate its leadership in parcels on the French and European markets, enter into new services (fresh produce, courier/last mile pallets, "instant" delivery with Stuart), and develop direct marketing to private individuals.

Policy and actions

Actions/approaches	Description of the exemplary approach
Making Le Groupe La Poste's long- standing commitment clear and visible	"EcolOgic, carbon neutrality priority" is the marker chosen by La Poste in 2020 to make its commitment and environmental performance known to as many people as possible through a vast communication campaign in France and Europe. EcolOgic refers to "zero carbon" achieved thanks to the Group's carbon- neutral shipping solutions, "zero emissions" thanks to its fleet of electric vehicles, or even "zero non- renewable electricity", thanks to the 100% renewable electricity used in the Group's 10,000 buildings.
Acting for the energy efficiency of commercial buildings and housing	In March 2020, Le Groupe La Poste's commitment to reducing energy consumption received significant recognition: it obtained ISO 50001 certification. This certification crowns La Poste's energy management system (EMS) deployment. Launched in 2016, this energy management approach anticipated the entry into force of the Elan Act (Decree on the energy performance of tertiary buildings), which in 2019 set, for tertiary buildings of more than 1,000 m ² , targets for reducing final energy consumption (-40% by 2030, -50% by 2040 and -60% by 2050) and contributed to compliance with the Dadu Act, which in 2015 made energy audits mandatory for the Group's transport and real estate assets.
Acting on the home energy renovation market	La Poste has chosen energy renovation work as a focus area for its diversification and development policy. Consequently, in 2019 La Poste took a majority equity investment in the group Économie d'Énergie EdE, a European leader in energy efficiency. Faced with energy poverty, La Banque Postale and the Services-Mail-Parcels business unit of La Poste are stakeholders in the Habiter Mieux programme, initiated by the French National Housing agency (Agence nationale de l'habitat - ANAH). As such, the teams of the two business units are involved in the four action components of the programme: identifying and informing households, appropriately prescribing the work and available public aid, designing and proposing additional financing tools, encouraging the energy renovation in co-ownership. La Banque Postale offers energy transition financing solutions and a comprehensive platform for customers wishing to undertake energy renovation work in their homes.
Supplying the Group with 100% renewable electricity	Since 2016, La Poste has supplied 100% of the buildings managed by Poste Immo with electricity from renewable sources through guarantees of origin. Electricity from renewable sources also makes it possible to supply the electric fleet and reduce the GHG emissions of the IT equipment during their use. In 2020, on the strength of this result, the Group has set itself the objective of extending this supply throughout the Group's scope, including its entities outside France.



Actions/approaches	Description of the exemplary approach			
Developing self-consumption projects	Poste Immo is continuing the policy to produce renewable energies, which began in 2008 via the partnership with Urbasolar which enabled the creation of 48 resale solar power plants (for energy generation of almost 6 GWh/year, the equivalent of the annual electricity use of 1,000 households). To go further, since 2017 Poste Immo has launched experiments to study photovoltaic self-consumption. This approach makes it possible to develop new means of producing electricity from renewable sources to secure part of the Group's electricity supply and potentially take a position in a growing market. Out of ten self-consumption experiments studied in 2019, two projects received administrative authorisations (Nantes HP and Boulazac) and entered the construction phase in 2020.			
Developing Urby, a low-carbon urban logistics system to cope with the explosion of e-commerce	In major cities, goods traffic accounts for 40% of traffic jams, 30% of pollutant emissions and 20% of greenhouse gases. E-commerce growth forecasts of between 11% and 15% per year point to a deterioration in these indicators; the number of parcels delivered doubled between 2012 and 2020. With 76% of the population living in cities, urban logistics is a societal and environmental issue.			
	Le Groupe La Poste has developed partnerships with local authorities and local economic players and in 2017 created Urby, a subsidiary specialising in urban logistics. It sets up goods pooling centres and ensures last mile deliveries using low-emission vehicles.			
	With these solutions, Le Groupe La Poste anticipates regulatory changes and takes advantage of the new fields of activity that they offer: the French Mobility Orientation Act, which sets the end of internal combustion vehicles to 2040, the possibility for local authorities to set up Low Emission Zones, and the implementation of an ambitious bicycle plan.			
100% carbon-free deliveries in Paris, in 18 French cities and in 225 major European cities	Since October 2019, Chronopost has been delivering the entire city of Paris with clean electric vehicles or natural gas vehicles. A pioneer, Chronopost was the first operator to make such a commitment to a major city in 2018. In Paris, this initiative reduced Chronopost's GHG emissions from deliveries by 87%. After Paris, Chronopost has extended this delivery method to 18 other cities including Lyon, Strasbourg, Bordeaux, Lille and Nantes, in 2020.			
	In Europe, DPDgroup committed to rolling out zero/low-emission distribution solutions in 225 cities by 2025.			
Offering 100% SRI asset management	La Banque Postale Asset Management became the first all-SRI generalist manager in 2020. All open products managed for individual and professional clients are thus converging towards responsible management. By the end of 2023, €3 billion in outstanding financing for energy and environmental transition projects will be deployed, thus contributing to limiting CO₂ emissions.			
Measuring the exposure of the loan portfolio to coal and oil and gas activities	As part of its participation in the stress test launched by the French Prudential Supervision and Resolution Authority (Autorité de contrôle prudentiel et de résolution – ACPR), La Banque Postale has developed two indicators for the exposure of its major accounts credit activities to the coal and oil and gas sectors. This very low exposure gives La Banque Postale a strong resilience to the risk of a carbon tax.			
Continuing the sectoral exclusion policy	In 2020, La Banque Postale's Financing Charter became the Financing and Investment Charter. It thus covers the financing activities of SMEs and mid-sized companies, as well as the financing and investment banking activities. New categories of sectors have been added to the list of exclusions: activities that are harmful to biodiversity (particularly deforestation) and activities that are harmful to aquatic ecosystems.			

5.2.4 CHANGE IN THE GROUP'S GHG EMISSIONS IN 2020

The Group's greenhouse gas emissions would amount to 2.3 million $tCO_2eq.$, an increase of 43% in 2020 (1.66 million $tCO_2eq.$ in 2019). This increase of 720,000 $tCO_2eq.$ stems from the significant external growth transactions and the strong growth of the parcel/ express activities supported by the acceleration of e-commerce in the context of the health crisis. The Group continued to roll out its emission reduction programmes and demonstrated real resilience in this exceptional context.

The significant increase in the volume of greenhouse gas emissions in 2020 is mainly due to⁽¹⁾:

 a significant extension of the scope of the Group's activities, mainly due to the integration of Asendia (Services-Mail-Parcels business unit), BRT (GeoPost/DPDgroup) and CNP (La Banque Postale), which accounts for around 55% of the increase recorded in 2020. These new acquisitions will be able to benefit very quickly from the application of the Group's know-how, allowing them to follow paths consistent with La Poste's historical positioning in favour of the climate;

• the strong organic growth of the Parcels/Express activities sustained by the Covid-19 crisis and the very strong acceleration of e-commerce, which contributed to around 45% of this increase.

In addition, it is important to note that:

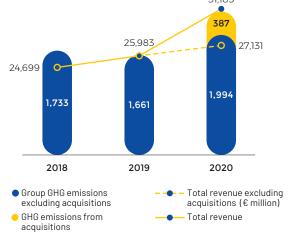
- the growth in parcel volumes was significantly higher than that of GHG emissions due to a very significant drop in the emission intensity per parcel (5% decrease in GHG emissions per parcel between 2019/2020 for GeoPost), thus demonstrating the effectiveness and resilience of optimisation solutions for the carbon performance of our processes;
- the commitment to the SBTi trajectory of La Poste SA (-30% between 2013 and 2025) at iso-scope (excluding external growth) is respected (-22% at the end of 2020).

	Le Groupe La Poste			
Energy consumption and carbon footprint	2020	2019	2018	Change 2020/2019
Energy consumption (in GWh)	8,081	6,119	6,606	32%
o/w Le Groupe La Poste vehicle fleet	1,173	1,102	1,082	6%
o/w buildings	1,288	1,314	1,401	-2%
o/w subcontracted transport (road and air)	5,621	3,703	4,123	52%
Carbon footprint (metric tonnes CO_2 eq.)	2,381,561	1,660,647	1,733,334	43%
Scope 1	383,059	376,528	373,445	2%
Scope 2	62,316	46,929	49,535	33%
Scope 3	1,936,185	1,237,190	1,310,353	56%
Intensity(GHG/consolidated revenue)				
(metric tonnes CO ₂ eq./million in revenue)	76.4	63.9	70.2	19.5%

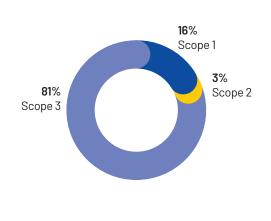
(1) Technical corrections also interfere with the results, due to scope corrections and the discounting of emission factors – see methodological appendix.

5.2.5 EXTENT OF THE ENVIRONMENTAL FOOTPRINT

Comparative change in GHG emissions (ktCO₂eq.) and Group revenue (in € million) 31,185

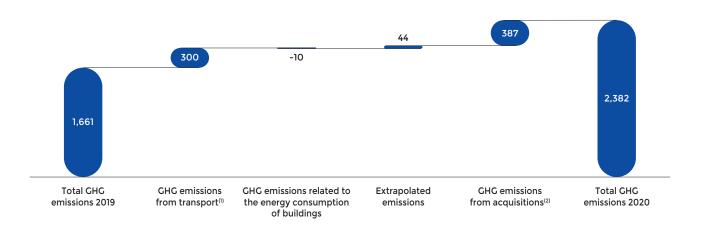


In 2020, the Group's emissions break down as follows:



The ratio of GHG intensity/€ million of revenue increased significantly in 2020 to reach 76.4 tCO₂eq. per million euros of revenue. The Group's emissions increased by 43.4% compared to a growth in Group revenue of 20%.

Detailed evolution of Le Groupe La Poste's GHG emissions (ktCO2eq.)

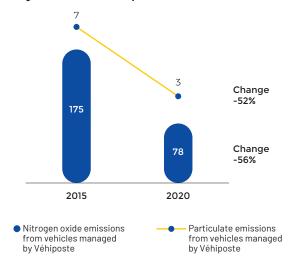


The change in the Group's GHG emissions is due to:

- the external growth transactions that marked 2020. Changes in the scope of consolidation of Group data are related to the acquisitions of BRT, Asendia and CNP to a lesser extent;
- growth in the parcel business.

⁽¹⁾ Also includes technical effects and changes in air cargo emission factors.

⁽²⁾ Also includes extrapolated emissions from acquisitions.

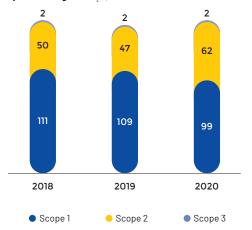


Nitrogen oxide and fine particle emissions (metric tonnes)

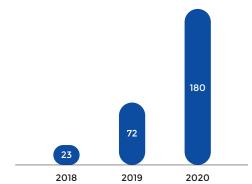
In terms of air quality, Le Groupe La Poste is one of the first companies to have set targets for reducing local atmospheric pollutants. La Poste had set targets for 2020 (vs 2015) for the vehicles managed by Véhiposte, namely a 30% reduction in its emissions of NO_x and a 50% reduction of its particulate emissions. At the end of 2020, the reductions of NO_x and particulate emissions amounted to -56% and -52%, respectively.

This objective was achieved thanks in particular to the evolution of the fleet, which now comprises 79% of EURO 6 or EURO 6-compliant vehicles

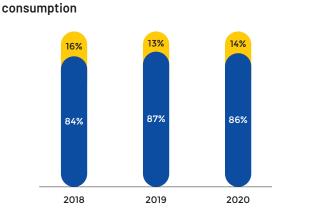
GHG emissions related to the energy consumption of Group buildings (ktCO₂eq.)



The performance recorded in the Real Estate sector is explained by the combined effects of proactive energy management policies and the impact of the health crisis (remote working). Emissions from buildings increased by 3% (-6% excluding external growth transactions).



The new services (excluding green finance) for the energy and environmental transition (EET) are driven by the circular economy, eco-mobility (people and goods) and the energy efficiency of buildings and homes.

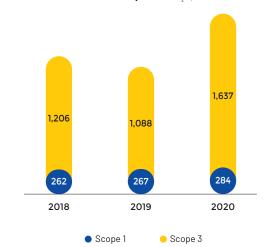


Proportion of renewable electricity in Group electricity

Share of renewable Share of non-renewable electricity electricity

Since 2016, the buildings managed by Poste Immo have been supplied with 100% renewable electricity.

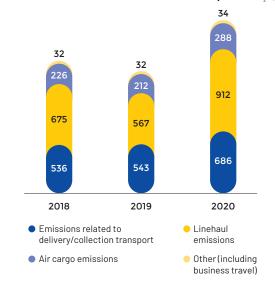
Change in revenue from new EET services (€ million)



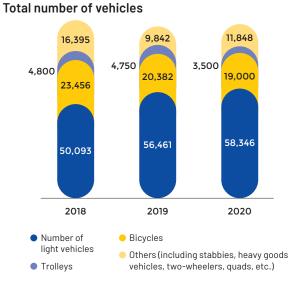
GHG emissions from transport (ktCO₂eq.)

The change in GHG emissions related to transport can be explained by:

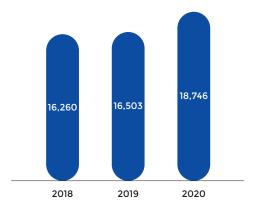
- the strong increases in the parcel business from linehaul road transport (national/regional links);
- the increased share of the BtoC segment in deliveries.



Breakdown of GHG emissions from transport (ktCO,eq.)



Number of electric vehicles



The Group's electric vehicle fleet continues to grow, representing 20% of the total vehicle fleet and 27% of the fleet excluding bicycles and trolleys.

5.3 Managing and reducing energy consumption and emissions

The Group's main means of mitigating its ecological footprint is to optimise energy use and improve the energy efficiency of its activities, in an effort to set an example. The Group focuses its action plans on its industrial and logistical structure, the nature and rational use of its means of transport and its real estate assets and on its technological footprint.

5.3.1 OPTIMISING INDUSTRIAL AND LOGISTICS SCHEMES

Through its new strategic plan "La Poste 2030, committed to you", the Group has positioned itself as the leader in environmentallyfriendly delivery in France and Europe. The Group wants to consolidate its position as a leader in sustainable urban logistics, which reduces congestion in cities and makes them more breathable. Thus, the transport and delivery of goods, from 3 grammes to 30 metric tonnes, will be increasingly carried out in a carbon-free way. In concrete terms, Le Groupe La Poste has set itself the goal of ensuring 100% clean delivery (zero and low emissions) in 225 cities in Europe, including 22 French cities, by 2025. La Poste intends to invent responsible e-commerce.

In 2020, the Group continued its progress in logistics organisation, an important component of the carbon policy and a response to the growth of e-commerce, accelerated by the Covid-19 pandemic. The logistics organisation aims to improve the efficiency of the mileage covered, for both collection and delivery in urban areas and long-distance transport.

Urban logistics, last-mile logistics

To meet the challenges of freight transport, urban congestion and greenhouse gas and particulate emissions, all of Le Groupe La Poste's business units are working together to develop expertise, solutions and exchanges with all players in France and Europe. The Group is implementing responsible solutions to make cities more breathable and attractive.

To promote sustainable urban logistics in France, Urby, Le Groupe La Poste's urban logistics subsidiary⁽¹⁾ contributes to reducing the environmental footprint by streamlining the shipping of all types of goods within cities. This rationalisation involves the creation of urban centres for the pooling of goods and last mile delivery using low-emission vehicles and bicycles. In addition, Urby is developing new ways of transporting goods entering and leaving city centres, in line with the circular economy. The Urby branch network expanded to 17 branches by the end of 2020 and targets 22 branches in French urban centres in 2021.

Urby pools logistics centres, optimises deliveries and minimises emissions in city centres:

• the pooling centre, located at the entrance to cities, avoids the entry of partially filled vehicles into cities and reduces the number of delivery vehicles by optimising their loading. It concentrates and delivers the goods. It manages the collection of recyclables and other return flows. It also offers city-centre retailers storage and home delivery services for their own customers (bicycles, kitchens, etc.). It makes it possible for hauliers, couriers and express carriers not to worry about the first and last mile. Deliveries by shippers are made entirely by low-emission vehicles (powered by electricity or natural gas) or bicycles.

With regard to **urban logistics solutions for Europe**, they are mainly deployed by the GeoPost business unit, which is present in 28 countries, including France *via* Chronopost and DPD France. The business unit operates through the DPD, Chronopost, SEUR (Spain) and BRT (Italy) brands, combined under a global brand name "DPDgroup". An initiative to green its logistics relies on its 130 urban depots and the creation of 80 new urban depots to deliver to 225 European cities in soft or low-emission mode by 2025 (see below). The solutions are based both on more flexible vehicle fleets (bicycle cargo) and site optimisation for the last mile, with a network of micro-agencies close to city centres. The "responsible urban delivery" component of the DrivingChange plan⁽²⁾ has led GeoPost/DPDgroup logistics to rely on a dense network and innovative services, such as:

- the **Pickup network** of more than 50,000 Pickup points (pickup and drop-off points and lockers); this network is one of the densest on the market and provides access to a Pickup point in less than 15 minutes for 95% of Europeans. In France, it has 13,370 Pickup points, including 85 points in the French overseas departments;
- Chrono City, launched in Paris by Chronopost, is an urban microdepot concept that is being rolled out in France. Chrono City offers a space for retail customers to receive and send parcels as well as to try on clothes or electronic devices, and to return them, if necessary;

⁽¹⁾ Created in 2017, Urby is the urban logistics subsidiary of Le Groupe La Poste for France, attached to the GeoPost business unit. It transports all types of goods entering or leaving cities. In July 2020, Banque des Territoires (CDC group) also became a 40% shareholder alongside Le Groupe La Poste, a 60% shareholder via a new LuDev joint venture co-created and equally owned by La Poste SA and GeoPost SA.

⁽²⁾ DrivingChange was launched in 2016.

- the Predict service, launched in 2010 by DPD UK, is now available in 20 countries⁽¹⁾. GeoPost is the first operator to offer its customers a one-hour delivery window anywhere in Europe. The service provides real-time information on the status of the parcel delivery and allows the parcel to be redirected if the recipient is absent. It increases the success rate of the first delivery and thus reduces atmospheric pollutants and greenhouse gas emissions by 5% compared to a home delivery without the Predict service;
- the myDPD portal, a new interface for the services offered allows greater customisation of the service by the parcel recipient. Launched in 2016 in the United Kingdom and Ireland, this portal was then rolled out in Germany in 2017, then in Belgium and Luxembourg in June 2019. myDPD will be gradually rolled out in around 13 countries in 2021. This new interface allows the recipient to receive information on the delivery in real time. Thanks to Live tracking, recipients can follow the exact route of their parcel on a map. Recipients can also interact at any time: for instance, by redirecting a package to a pick-up point or a neighbour's house, or by changing the delivery date. This portal will be enhanced with additional services to make life even easier for users;
- simplified return-to-sender management for e-merchants via the "Return my parcel" portal is used in several countries. It allows consumers to order a return by drop-off at a Pickup point, or by collection at home, from e-merchants that authorise prepaid returns. This service also makes it possible to follow the parcel's itinerary. The simplicity of returns brings peace of mind and facilitates the online shopper's overall experience;
- the responsive website (since 2019) allows GeoPost to deploy a common content management system for the institutional websites of its subsidiaries in order to offer users a clearer, modern and responsive interface. To date, 18 subsidiaries have deployed this new common interface.

Optimisation of loadings

The effort to reduce emissions also involves optimising loadings, both for the Services-Mail-Parcels business unit and for GeoPost. This reduces the ratio of kilometres travelled/number of packages transported, and therefore reduces the number of trailers required. For the Services-Mail-Parcels business unit, which already has an extensive distribution network of post offices, postmen and lockers in France, the focus is less on the internal network of urban logistics, than on the rationalisation carried out on national and regional links. Optimisation actions are supported by:

- **bulk and stored bulk**: optimisation of loading, *via* the **"stored bulk"**⁽²⁾ method launched in 2019, increases the number of parcels loaded in the transport units and the carrying amount of approximately 25% compared to a standard bulk load. At the end of 2020, bulk loading was used for 89% of the Services-Mail-Parcels business unit's domestic parcel deliveries. The aim is to continue its deployment on regional routes;
- **swap bodies:** in 2020, the roll-out of removable containers continued with 720 swap bodies at the end of 2020 compared to 314 at the end of 2019. These containers that can be placed on lorries help to optimise transport. The towing vehicle can pull two swap bodies, which makes it possible either to carry out cabotage (drop one of the boxes at a parcel platform and pick up another to forward it to the next parcel platform), or to take away more parcels on high-traffic routes;
- the combination of the use of swap bodies and stowed bulk makes it possible to transport up to 4,000 parcels per route (up to 6,000 in some cases), compared to 3,000 in trailers loaded unpacked or 1,300 in conventional loading (parcels loaded in containers then in the trailer).

For GeoPost, in addition to continuing to network with the opening of 50 new hubs and depots in Europe in 2020, the optimisation of national and international links is based on several focuses:

- the bulk loading of trailers, increasing loading rates and optimising the road network; this action has improved CO₂ efficiency per parcel of long-distance routes by 16.4% between 2013 and 2020;
- the deployment of larger means of transport such as doubledeck trailers (in the United Kingdom and Ireland) or the road trains currently being deployed in Spain and the Netherlands;
- the testing of new long-distance motorisation alternatives such as the deployment in Switzerland of an electric lorry with a range of 760 km, a first in Europe, to help reduce emissions;
- piggyback transport *via* swap bodies on trains, particularly in Switzerland.

5.3.2 OPTIMISING THE FLEET AND MEANS OF TRANSPORT

Reducing transport-related emissions is a key objective for the Group, involving its entire value chain. It requires complex action plans, involving both technological decisions and behavioural change. The Services-Mail-Parcels and GeoPost business units are the main players in these action plans.

A growing number of cities are announcing traffic restrictions for diesel and even internal combustion vehicles. Low-Emission Zones are increasing in hypercentres (see Mobility Act, etc.). At the same time, the growing retail customer demand for home delivery must be taken into consideration.

⁽¹⁾ Predict is available in the following 20 countries: Austria, Belgium, Croatia, Czech Republic, Estonia, France (Chronopost and DPD France), Germany, Hungary, Ireland, Latvia, Lithuania, Luxembourg, the Netherlands, Poland, Portugal, Slovakia, Slovenia, Spain, Switzerland and the United Kingdom.

⁽²⁾ Bulk and stored bulk, replacing stacked pallets or rolling trolleys.

Evolution of the own vehicle fleet

Against this backdrop, **Le Groupe La Poste's vehicle policy** involves a number of measures designed to sustain and develop its business. It anticipates or responds to concerns about pollution in cities. While the Services-Mail-Parcels business unit is a pioneer in the use of electric and low-emission vehicles, helping to create a network in France, the GeoPost/DPDgroup business unit is also committed to this approach.

Urby is investing \pounds 20 million over the next four years in clean vehicles and bicycles for last mile delivery. Urby will acquire 240 vehicles of 3.5 metric tonnes, 7.5 tonnes and 12 tonnes. 80% of vehicles will run on NGV and BioNGV, and 20% on electric. In addition, agreements will be made with Urby subcontractors to acquire low-emission vehicles. Urby's objective is to have a completely carbon-free network by 2024.

After testing clean vehicles in 2018, GeoPost/DPDgroup announced on 1 October 2020 the investment of €200 million by 2025 in a global project that includes the deployment of 7,700 alternative delivery vehicles (electric, natural gas, cargo bikes, etc.) in 225 European cities. This project concerns an area of 80 million inhabitants and will cover 17% of the volume of parcels transported by GeoPost/ DPDgroup. It will reduce CO_2 emissions by 89% (and 80% of pollutant emissions) in these cities by 2025. Paris *intra-muros* already benefits from these deliveries by alternative vehicle. In total, 19 cities are covered by the end of 2020 and 59 should be covered by the end of 2021. In France, 77 cities are affected by the delivery of low-emission or zero-emission vehicles by Chronopost and/or DPD France.

Electric vehicles

The replacement of internal combustion vehicles with electric vehicles makes a substantial contribution towards reducing GHG, air pollutants and noise pollution. Charging electric vehicles from a guaranteed renewable energy source further increases their environmental benefits.

Due to the size of its installed base, La Poste has participated in the deployment of a French ecosystem of electric vehicles and remains a source of proposals for its development (see the Group's participation in AVERE). La Poste operates one of the leading fleets of electric vehicles in the world. The range of vehicles reflects the wide variety of employee requirements.

By 2023, the electrically assisted bicycles used by postmen will gradually be replaced by small Staby or Quadéo electric vehicles, which are more suitable for parcel delivery. The current electric Kangoo ZEs could also be replaced by higher capacity vehicles, in particular the e-Jumpy (with a load capacity of 5 m³).

Natural gas vehicles

Natural gas vehicles (NGVs) reduce GHG emissions by 15%, NO_x by 50% and particulate emissions by up to 95% compared with a standard diesel engine. NGV vehicles are also quieter than diesel vehicles. The Group aims to develop in this segment and to install around ten NGV stations to facilitate supply in the region:

- Le Groupe La Poste introduced NGV vehicles in the 10 and 11 m³ utility segments in 2017 for delivery, segments for which electricity is still underdeveloped. At the end of 2020, 131 light commercial vehicles in these segments were equipped with this engine;
- the potential for the development of gas engines resides mainly in heavy vehicles, for medium- or long-distance routes. In 2020, more than 16 million kilometres were travelled by natural gas vehicles, mainly via transport suppliers. The target for 2021 is to travel nearly 29 million kilometres with NGV;
- to facilitate the supply of fuel, in March 2021, La Poste inaugurated an **NGV filling station** using both LNG (Liquefied Natural Gas) and CNG (Compressed Natural Gas) at Chelles, in partnership with Engie. This station, open 24 hours a day, is used to supply La Poste's yellow lorries running on CNG (eight lorries in the Île-de-France region in 2020, 18 at the end of 2021) and the 60 lorries per day for service providers hired by La Poste to carry national routes. Five major service providers, partners in the operation (JP Perrenot, Mauffrey, Jardel, FDE and Chalavan & Duc) have a contract to supply their lorries with LNG. La Poste has also voluntarily chosen to make it a public station accessible to all for a positive societal impact.

Optimisation of vehicle age and Euro standards

Véhiposte, the vehicle fleet management subsidiary of the Services-Mail-Parcels business unit and part of that of GeoPost, ensures that its fleet is renewed according to demanding engine criteria. At the end of 2020, the average age of the fleet was 3.5 years and 51% of the combustion-engine vehicle fleet was Euro 6 standard. It should be noted that electric vehicles see their lifespan increase with good battery performance (from five to six years). Proper maintenance also extends the life of vehicles of all types.

GeoPost operates Europe's largest road network, allowing almost all parcels to be transported by lorry rather than by air, with a lower environmental impact. To benefit from more efficient engine technologies, GeoPost constantly strives to renew its lorry fleet in order to reduce its CO_2 emissions and pollutants, as evidenced by the test of an electric lorry with a range of 760 km in Switzerland, developed by Designwerk Products AG based on a Volvo vehicle. Its delivery from March 2021 should save 72 tonnes of CO_2 per year. GeoPost has committed to ensuring that its lorry fleet will be less than five years old on average by 2025. In 2020, the average age of the HGV and commercial vehicles fleet is 5.37 years⁽¹⁾.

Choice of transport providers

The Services-Mail-Parcels business unit and GeoPost/DPDgroup use transport and delivery service providers. These service providers must integrate CSR criteria.

The Services-Mail-Parcels business unit specifications for transport and delivery service providers have included CSR criteria for several years. CSR criteria were standardised and revised upwards in 2018 in calls for tenders. Among other things, for long-distance routes, since 2019, service providers must use lorries that meet the minimum Euro 5 standards. Checks are carried out on a regular basis.

More than 50 national transmission links have been set up with technological solutions for CNG (Compressed Natural Gas) or LNG (Liquefied Natural Gas).

The questionnaire sent to delivery service providers includes four topics related to climate and air pollutants:

- training drivers in eco-driving;
- the existence of a consumption traceability system;
- the transformation of the fleet towards vehicles that provide energy alternatives to diesel (electric, NGV, hydrogen, etc.);
- knowledge of regulatory changes (traffic restrictions, etc.).

The responsible purchasing procedures include a comprehensive support component for suppliers to assist them in their environmental transition. For example, the installation of NGV stations can contribute to the incentive to switch from diesel to NGV.

In 2018, **GeoPost** introduced a Responsible Purchasing Charter for all its subsidiaries. The Charter is inspired by the $ILO^{(2)}$ and the United Nations Global Compact. It reflects the concerns and responsibilities of an express delivery group. With regard to environmental issues, subcontractors and their supply chains are asked to:

- ensure that environmental risks are identified, assessed and monitored;
- take action to promote greater environmental responsibility;
- do their utmost to follow industry best practice. The aim is to take appropriate measures to reduce emissions of greenhouse gases and pollutants.

GeoPost strives to share best practices between its subsidiaries and subcontractors:

- for example, alternative vehicles experiments are shared on a common interface;
- deliveries in Paris by Chronopost and its subcontractors using 100% clean vehicles is a clear example. This initiative, which began in October 2019, has reduced GHG emissions by 87% and fine particle emissions by 99% in Paris. With funding via the Fraikin rental company, Chronopost has been able to enable its subcontractors to acquire electric vehicles at a cost similar to that of internal combustion vehicles. Since then, 16 other major French cities have been delivered using clean vehicles.

Employee mobility

The restrictions imposed by the health crisis significantly reduced travel in 2020.

Regarding business travel, however, 2020 was marked by:

- maintaining a travel policy, which favours rail over air travel and remote meetings to face-to-face mode;
- the preponderance of journeys on foot or using electricallyassisted bicycle (VAE) by postmen;
- the revision of the catalogue of service and company vehicles favouring low-emission vehicles. The 2020 catalogue of Company vehicles offers electric and hybrid vehicles in all segments and limits the offer of high-emission vehicles to large families. This policy also makes it possible to reduce the costs of the Company Vehicle Tax and the vehicle penalty. Véhiposte is working to remove diesel vehicles from the Company car catalogue by 2024.

With regard to commuting, the salient changes are:

- the reduction in travel caused by the increased use of remote working, due to the health crisis and as part of an agreement signed for 2018-2022;
- the deployment of mobility plans (formerly called company travel plans), optimising the daily travel of employees; these plans apply to sites with more than 100 employees and to local authorities that have implemented an urban travel plan;
- the launch of a car-sharing system at the head office and in the Villages La Poste in Lyon and Montpellier in 2020;
- the promotion of soft mobility, with the development of new areas dedicated to two-wheelers (bicycles, electrically assisted bicycles and scooters), with the VELIGO offer, a partner of Le Groupe La Poste, which provides an electrically assisted bicycle rented for six months with a 50% charge in the same way as the Navigo subscription and lastly, with La Coop, in partnership with COGAS, employees can benefit from an additional discount of €200 for the purchase of a VAE, on a wide selection of models.

⁽¹⁾ Slightly increased due to the integration of the older BRT fleet.

⁽²⁾ International Labour Organisation.

5.3.3 DEPLOYING A SUSTAINABLE REAL ESTATE POLICY

The Group's real estate portfolio is one of the largest in France. It covers the entire country and reflects La Poste's public service mission in terms of regional planning. The Group also owns or leases a portfolio abroad, mainly in Europe.

The Group's assets vary in size, nature and purpose:

- post offices;
- business parks in the heart of major cities;
- large industrial and logistics sites.

The assets under the management of Poste Immo, the Group's property company, account for more than 6 million square metres in 9,938 buildings, of which 3.3 million square metres for directly owned properties and 2.8 million for rental properties at the end of December 2020.

A "Sustainable Real Estate" policy

A pioneer in energy efficiency and energy transition, La Poste is actively involved in the following initiatives:

- investment in photovoltaic power plants, from 2009;
- signature of the service-sector charter, aimed at reducing energy consumption, in 2013 and its new version in 2017, also seeking to improve the fleet's carbon footprint and take into account renewable energies;
- management of behaviour through participation in the Cube 2020 competition, from the first edition;
- active approach to the environmental appendix and the green lease;
- management of consumption and behaviour, thanks to Sobre Énergie and the Energy Management System (EMS);
- building certifications and labels for construction and operation;
- eco-design of buildings;
- energy improvement work policy included in the GRGE programme (major repairs, major maintenance – grosses réparations, gros entretien).

Building on its experience and wishing to assert its commitment to the energy and environmental transition, in 2019, Poste Immo redefined a **more comprehensive "Sustainable Real Estate" strategy**, integrated into the Group's transformation strategy, for the period 2020-2025. Amplifying the actions carried out over the past ten years, this strategy serves:

- the Group's economic performance;
- the competitiveness and differentiation of its offers;
- Le Groupe La Poste's commitment to the regions;
- Le Groupe La Poste's commitment to the environmental transition (after the Le Groupe La Poste's commitment in the regions).

The real estate strategy is based on four pillars⁽¹⁾ including:

- the energy pillar: save energy and reduce expenses, following the triptych of "buy better, consume better, produce better". Since March 2020, Poste Immo has launched the "power 10,000" project, which aims to deploy an energy management system throughout the postal real estate portfolio thanks to Sobre Énergie. The policy pursued aims to reduce final energy consumption (kWh/m²) by 20% compared to 2017 for the entire portfolio managed by Poste Immo;
- **the climate pillar**: reduce GHG emissions (by 35% by 2030 on the portfolio managed by Poste Immo) and be part of France's national low-carbon strategy, while making buildings more resilient to climate change.

Energy pillar: "buy better, consume better, produce better"

Given the volatility of energy prices with an upwards trend likely to continue over the medium-term, energy-saving efforts need to be combined with a policy to manage and secure energy purchase prices.

To **"Buy better"** energy, Poste Immo activates all the levers of massification, optimisation of subscriptions, audits of invoices, etc.

In 2015, La Poste has undertaken to supply 100% of the buildings managed by Poste Immo with electricity from renewable sources through guarantees of origin. The objective was achieved by 2016. Electricity from renewable sources is also used to power the fleet of electric vehicles and IT equipment. The Group has set itself a broader target: 100% electricity consumption from renewable sources across all Group sites, parent company and subsidiaries (with a renewable electricity supply) by 2025.

Poste Immo is studying other possibilities to secure prices and protect against their volatility, on the 550 GWh/year of electricity consumed with:

- GC PPAs (Global Corporate Power Purchase Agreements), energy purchase agreements established directly with the renewable energy producer at a fixed or determined rate for a period ranging from one to thirty years;
- the increase in self-production of photovoltaic energy, which secures part of the supply and makes it independent of market prices.

"Consume better" is achieved through:

- lower energy consumption thanks to the performance of building envelopes and energy systems;
- updating of all work instructions;
- structuring of the certification and labelling policy;
- proper operation of buildings and their uses;

(1) The "circular economy" and "biodiversity" pillars are respectively addressed in page 112 and 146.

- the implementation of an EMS (Energy Management System);
- acculturation to energy issues.

In order to **"Produce better"**, Le Groupe La Poste installed photovoltaic panels on its industrial facilities in 2009. The Group signed a partnership with Urbasolar to install solar power plants and sell the electricity produced to the EDF grid. At the end of 2020, the 46 installations managed by Poste Immo generated 6 GWh during the year.

Poste Immo investigated the possibility of deploying photovoltaic self-consumption in its fleet to secure part of the Group's electricity supply (in a regulatory framework that is moving more towards the production of photovoltaic electricity for self-consumption than for resale) and to contribute to the development of renewable energies in the French energy mix:

- since 2018, Poste Immo has taken a very concrete interest in the option of self-consumption of the energy produced by photovoltaic power stations. Ten pilot projects were studied and a first power plant on the Magny-les-Hameaux site was launched in February 2019. The initial results are conclusive and will enable the Group's expertise in all areas (legal, technical, financial) to be further developed before deployment on a larger scale;
- three sites are currently under development: a new office building in Lyon, a mail sorting centre in Onet-le-Château, near Rodez, and a building for the Network in Montpellier Saint-Clément;
- two projects are underway in September 2020, for delivery in 2021. These are the Hôtel des Postes in Nantes and the stamp printing company Philaposte in Boulazac. The construction of a new office building in Lyon, for a third project, has also begun and should be delivered in the second half of 2021; the photovoltaic plant will cover 30% of the building's roof surface, in accordance with the new legal requirements for covering by photovoltaics or revegetation for new buildings of more than 1,000 m²;
- other projects are under study or awaiting administrative authorisations. A larger-scale deployment of photovoltaic selfconsumption in the Group's fleet is planned, based on a reliable solar cadastre in 2020 which revealed 400 high-potential sites.

Collective self-consumption is also studied. Poste Immo is working on concrete cases to recover possible production surpluses that are not self-consumed by consumers in the vicinity, for energy decentralisation in local communities.

Climate pillar

In accordance with the spirit of the service-sector charter revised in 2017, beyond the energy performance criterion, the carbon footprint is taken into account in the requirements relating to the projects carried out by Poste Immo. The climate pillar is broken down into seven projects:

- No. 1: Reducing GHG emissions from directly owned properties;
- No. 2: Reducing GHG emissions from rental properties;
- No. 3: Limiting new construction and optimising the carbon footprint of unavoidable new buildings;

- No. 4: Optimising the carbon footprint of materials and equipment (renovation and new construction);
- No. 5: Contributing to carbon neutrality in France through regional solidarity and increasing carbon sinks;
- No. 6: Making buildings more resilient in the face of changing climatic conditions;
- No. 7: Mobilising, acculturating and training teams and stakeholders in climate issues.

The action levers identified in these projects include:

- the transition to a less carbon-intensive and less GHG-emitting energy source, particularly for fuel oil, during renovation projects;
- a better balance between renovation and new buildings;
- energy renovation with an ambitious carbon renovation performance (gain of at least two climate classes, in the climate labelling according to CO₂ emissions);
- the policy of technical equipment to be renewed;
- specification of low-carbon materials and equipment;
- better management of risks related to climatic hazards, by integrating the parameter of the resilience of buildings into real estate operations;
- greater contribution to the national carbon neutrality policy and to regional projects to create carbon sinks.

Since 2015, partial renovation projects and major repairs and maintenance work (GRGE) have been subject to methodological and technical requirements to apply an energy performance equivalent to the BBC-Effinergie renovation level. In 2021, a new version of the specifications for the energy performance of the GRGE's work targets performance that makes it possible to combat global warming even more effectively (choice of energies, increased thermal performance of the envelope, efficiency of equipment, etc.). This version will make GRGE's specifications fully compatible with France's national low carbon strategy, which aims to be carbon neutral by 2050.

Global renovations meet performance requirements that enable access to environmental certifications and labels.

The resulting energy savings are valued in the form of Energy Saving Certificates.

Buildings certified to prove their environmental performance

The sustainable real estate approach deployed by Poste Immo makes it possible for buildings to obtain environmental certifications and labels during their construction, during an overall renovation and during their use.

These labels or certificates are proof of the achievement of ambitious sustainable development objectives and a guarantee that they will be maintained until the delivery of the operations targeted. At the end of 2020, the projects currently in the process of certifications and labelling represented 6% of the surface areas of the directly owned properties and a little more than 9% (9.27%) if operations in progress are included. Based solely on operations delivered and in progress, the percentage of operations certified is close to 100%.

In terms of **certification during the construction of new buildings**, Poste Immo aims to achieve or even exceed the **NF-HQE™ Excellent and/or BREEAM Excellent certification levels for 100% of current service-sector constructions** in progress. For industrial projects (logistics platforms of 15,000 m²), the stated objective for all portfolio operations is to obtain NF HQE™ Good level certification. This objective was extended in 2020 to all operations of the Services-Mail-Parcels business unit. Some platforms, in particular two platforms that entered into operation at the end of 2019, exceeded the targets with a NF HQE™ Very Good and BREEAM Excellent environmental certification.

Similarly, with regard to the multi-stream mail preparation and delivery platforms, created as part of the pooling of industrial capacities between mail, parcels, and Chronopost, all platforms delivered in 2020 also comply with or even exceed the NF HQETM Good environmental certification target (two are NF HQE Good and two are NF HQE Very Good).

The systematic search for building certification enhances the heritage value of buildings.

Certification during the overall renovation (major restructuring)

concerns service-sector projects (> 5,000 m²) undergoing comprehensive renovation. The stated objectives are to obtain NF HQE renovation at Excellent level or BREEAM RFO at Very Good level, as well as the *BBC Effinergie Rénovation* label. If the overall renovation is less than 5,000 m², only a BBC renovation label is expected to be obtained.

For the **certification during building operations**, Poste Immo has also chosen to target environmental performance requirements relating to building operations.

The NF HQE Exploitation certification involves all technical management service providers in a virtuous sustainable development approach. Annual audits certify the technical and organisational performance of the building and its operation, as part of a process of continuous improvement. In 2012, Poste Immo tested the NF HQE Exploitation certification on the Rennes-Colombiers building, which is emblematic of the directly owned property portfolio through the year it was built and the multiplicity of occupants and activities. This building was the first to obtain this certification, without having undergone a major renovation. It is still presented today as a reference by the certification body (Certivéa, a subsidiary of CSTB). In 2014, two other buildings in the directly owned properties (Montpellier-Rondelet and Bordeaux Hôtel des Postes) have also obtained NF HQE certification in operation. In 2019, the three sites mentioned above had their certificates renewed on the "sustainable building" and "sustainable management" focuses, respectively at the Good and Very Good levels.

The main actions implemented as part of this certification are:

- careful management of technical installations with a view to reducing water and energy consumption;
- exemplary management of waste from occupants and maintainers;
- the choice of eco-labelled cleaning products;
- systematic compliance with a construction site charter with a low environmental impact.

The integration of new buildings in the portfolio into an in-service environmental certification process is being studied, based, in particular, on the analysis of feedback from the three buildings already certified.

The green lease approach, based on the environmental appendix, a forerunner of the service-sector decree

The environmental appendix is a regulation introduced in 2013 with the Grenelle II Act for the environment for service-sector leases of more than 2,000 m². It aims to improve the environmental quality of buildings through responsible use and management. In this context, Poste Immo has implemented an active and proactive property management approach. Poste Immo was one of the first players to structure an operational version of the environmental appendix. The approach has been certified internally by Poste Immo, in order to promote the actions undertaken with the occupants, by identifying the sites with logos, nameplates, etc.

The green lease approach, which broadens the environmental appendix, involves greater proximity between the manager, the lessor and the occupants of the premises (the Group's business units). It takes the form of "Green Lease Programme Committees", annual opportunities for discussion and dialogue. The following actions were performed:

- extensive monitoring of fluids (with the Sobre Énergie tool);
- enhanced oversight of maintenance;
- the installation of high-performance equipment;
- the adaptation of the premises and occupant behaviour, which results in a high level of awareness of the importance of their role in savings in energy, water and waste management. This involves a series of simple, everyday actions.

The scope of the green lease approach includes:

- heritage buildings covered by the environmental appendix (Grenelle II Act of 12 July 2010): 36 buildings;
- buildings covered by ISO 50001 certification: 100 buildings;
- the buildings covered by the service-sector charter (now part of the scope of the service-sector decree of 2019); 164 buildings committed through the service-sector charter.

This approach, deployed in 176 buildings, puts Poste Immo in a good position with respect to the new regulation resulting from the Elan Act, the service-sector decree (see above), which concerns around 900 buildings.

CUBE 2020, the Uses and Efficient Building Competition: a mobilisation of all for a common goal

In line with the green lease, the IFPEB⁽¹⁾ organises CUBE 2020 to assess the energy savings achievable on a building for one year by mobilising the most immediately profitable levers of a building's performance: better use and the mobilisation of its occupants for more sobriety.

Poste Immo participated and was ranked during the first four editions of this competition launched in 2014. For the fourth edition

of Cube 2020 (from 1 July 2018 to 30 June 2019), Poste Immo was the winner of the competition. The postal buildings were present at 12 podiums at the awards ceremony and were awarded 18 medals (>10% energy savings). Two buildings recorded impressive results, with a 35% energy saving on the Clamart site and 70% of GHG emissions avoided on the Limoges site. The results of the fifth edition of CUBE which took place over the whole of 2020 and in which Poste Immo once again participated. The Béziers Principal site arrives in 3rd position in the special ranking "Taking into account the Covid-19 effect" for which it will be awarded a Bronze CUBE. A total of three buildings (Béziers Principal, Caen DD, St-Brieuc Résistance) received a bronze medal in recognition of the savings generated (more than 10% in energy savings).

5.3.4 MANAGING THE DIGITAL FOOTPRINT

With a fleet of nearly $818,000^{(2)}$ items of equipment (telephones, computers, tablets, servers, photocopiers, etc.), the Group has already taken several concrete initiatives:

- the measurement of the carbon footprint of La Poste's and La Banque Postale's IT equipment since 2015 and updated in 2018 and in 2020. The update of this work in 2020 was accompanied by a change in method, with the inclusion of the inventory;
- improving the management of waste electrical and electronic equipment (extension of the use of IT equipment by La Poste employees through a repair policy that promotes reuse, the collection of mobile phones, etc.) enabling the monitoring of performance indicators of average lifespan and user equipment rate;
- the supply of 100% renewable electricity to its sites, through the system of guarantees of origin for buildings managed by Poste Immo;
- demanding specifications for the purchase of IT equipment, relying in particular on the data provided by the Greenargile solution, to compare the carbon footprint of IT equipment (measured periodically) before any purchase and the integration of EcoLabel requirements;
- an initiative to raise awareness on the responsible design of digital services, going well beyond the eco-design of software. The vision now aims to be a full life cycle analysis;
- in skills development plans, the responsible digital dimension has been taken into account in the training programmes with the possibility of certification;
- the implementation of an energy management system aimed at reducing energy consumption and raising user awareness of digital eco-actions.

All these measures demonstrated the Group's maturity on the benchmark carried out in 2018 with 24 major companies on digital uses and the carbon footprint of equipment bases conducted by the INR (Institute of Responsible Digital Services – *Institut du Numérique Responsible*) and WWF (We Green IT). In 2019, a new benchmark was produced and the 2021 benchmark is underway: it is accessible to all INR member organisations and to CIGREF volunteer members.

Digital technology is having a growing impact on the planet. But it is also an essential tool for the environmental transition. In the light of this, Le Groupe La Poste has adopted a structured approach to reduce the environmental footprint associated with its information and communication systems. A founding member of the *Institut du Numérique Responsable* (Institute of Responsible Digital Services), the Group applies the highest standards (see Section 4). This approach is managed internally by the Responsible Digital Services Committee⁽³⁾ in which the Group's Societal Commitment, Information Systems and Purchasing Departments participate.

The environmental topics covered by the Responsible Digital Services Committee concern, in particular, the measurement of the IT footprint and the measures taken to reduce it, notably through the purchasing policy, the responsible design of digital services, reuse and management of waste electrical and electronic equipment (WEEE).

Assessing the environmental footprint of IT equipment

Every two years, a measurement of the environmental footprint of the IT equipment is carried out with Greenargile, a dedicated internal tool co-developed with Systancia. This affects users' IT equipment (computers, monitors, printers, etc.), IT network infrastructure and data centres. A major IT equipment survey was carried out in 2015 and 2018 and updated in 2020. It is used as a basis for calculating the carbon footprint of equipment for La Poste SA and La Banque Postale for Scopes 1, 2 and 3.

The Greenargile solution assesses the GHG emissions of the IT equipment by taking into account the three phases of the life cycle (production, use, end of life). The consumption of digital equipment in 2020 was estimated at 376 GWh. The volume of associated GHG emissions is relatively low (44,559 metric tonnes), due to the fact that the electricity used to power the buildings and equipment is entirely renewable.

(3) Formerly the Green IT Committee.

⁽¹⁾ Institut français pour la performance du bâtiment (IFPEB).

^{(2) 817,790} or 862,000 including inventory. The assessment carried out in 2020 takes into account equipment not allocated to a user or a service (by neutralising the use phase).

Work is continuing to supplement this "internal" footprint measurement with emissions and consumption related to outsourced data centre services (*e.g.* data centres). The objective of the Scope 3 study is to put in place a methodology in 2020 to measure the volume of GHG emissions over the 2020 period related to Scope 3 of the digital domain, in order to prepare for the integration of these emissions into the measurement of the Group's emissions from 2021. At this stage, the scope of digital Scope 3 concerns the outsourced services of data centres, *i.e.* hosting, data hosting, outsourcing and cloud management/SAAS⁽¹⁾.

In addition, La Poste contributes annually to an external benchmark⁽²⁾, GreenIT.fr, bringing together several large French companies (Airbus, Pôle emploi, Decathlon, etc.), in order to measure the footprint of the equipment base and its maturity in Responsible Digital.

Establishing responsible purchasing criteria and work on eco-design

In order to reduce its environmental footprint, the Group establishes responsible purchasing criteria. A **reference state-of-the-art CSR criteria framework** is gradually being put in place over the course of the consultations and is ultimately aimed at all IT purchases beyond equipment (software, intellectual services, hosting, etc.).

These criteria may relate to the energy performance of equipment or other criteria. Thus, a process was put in place with IT purchases to include an "energy performance" criterion in calls for tenders for equipment (telephones, printing solutions, office automation) as soon as the contract is announced. In 2020, the Purchasing Department launched two Group-level consultations incorporating a criterion relating to energy performance, in line with the requirements of the ISO 50001 standard. These consultations focused on:

printing solutions.

On the "data centre" component, a first approach was initiated at the end of 2019 (PULSE call for tenders) to develop best practices in order to assess the performance and impacts of a data centre (regardless of the type of offer proposed by the data centre: hosting, hosting with data, outsourcing, cloud/SAAS management).

In addition to the two aforementioned consultations, a total of ten consultations launched in 2020 (all HA IT areas combined) include Responsible Digital/CSR criteria.

The Group is also working on the eco-design of products and services and carries out Life-Cycle Assessments on certain offers. Finally, in order to meet its obligations in terms of digital accessibility (customers and employees), the Group is setting up a team of testers in 2021 during the purchasing phase of products and services. It is specifically made up of employees with disabilities.

Reducing consumption through best practices

The implementation of the Energy Management System (EMS) aims to raise the awareness of building occupants and users of IT client workstations. Thus, the use of new collaborative and file-sharing tools, the optimisation of digital exchanges and the placing of devices on standby are all practices shared with users.

Managing waste electrical and electronic equipment (WEEE)

Experiments were carried out in particular with a social and solidarity-based economy structure (SSE) to study reuse both internally and outside the Group. These trials, somewhat delayed by the health crisis, will make it possible to identify the risks and guarantees to be taken in the reuse of electrical and electronic equipment.

5.3.5 REDUCING EMISSIONS OF ATMOSPHERIC AND NOISE POLLUTANTS

Preserving air quality

In recent years, **the Group has broadened its expertise in and commitment to local air pollution issues.** Urban logistics is at the heart of the issue, in order to meet the requirements of the Mobility Orientation Act and the introduction of low-emission zones in cities. The Group wants to meet the environmental and health challenges of a more sustainable city. Inspired by the carbon management approach, an air quality policy has been implemented throughout the Group, based on the triptych:

- prevention. To reduce pollutant emissions, Le Groupe La Poste is continuously improving the quality and performance of its vehicle fleet. Its vehicle renewal policy also allows it to maintain a fleet of vehicles less than five years old among the most efficient;
- measurement. La Poste began monitoring the emissions of four air pollutants that are regulated under Euro standards in 2015, in association with the ADEME and France Environnement. The scope of this monitoring is that of the vehicle fleet managed by Véhiposte, a Group subsidiary;

workstations;

⁽¹⁾ On-demand dematerialised services (e.g. Office 365).

⁽²⁾ The latest survey available in 2019 ranked La Poste very favourably among the 24 large companies that took part in the survey on digital uses and the carbon footprint of equipment bases conducted by the INR (Institut du Numérique Responsible) and WWF (We Green IT).

• **reduction.** Le Groupe La Poste is taking active steps to reduce air pollutants through its vehicle selection policy and urban logistics model.

La Poste is one of the first companies to have set air pollution targets by committing to reducing its NO_x emissions by 30% between 2015 and 2020, and particulate emissions by 50%. At the end of 2020, the reductions of NO_x and particulate emissions amounted to 55% and 52%, respectively. The new strategic plan for 2030 reinforces this commitment and makes it possible to define new ambitious objectives at Group level.

These reductions are also the result of several types of actions, including:

- eco-driving training;
- choosing vehicles that are cleaner and more fuel efficient;
- increasing the number of electric vehicles and other lowemission means of delivery.

For its part, GeoPost/DPDgroup measures the emissions from its own fleet and that of its subcontractors.

Limiting noise pollution

In urban areas, noise pollution is mainly caused by variations in vehicle speed, engine noise and friction between tyres and the road surface. Noise emitted during deliveries, for example from power tailgates or reversing alarms, represents point noise pollution. As the Mail/Parcels industrial platforms were located far from the outskirts of cities, the noise of lorries entering them had no impact on noise levels in city centres. Therefore, La Poste's main noise pollution emissions are located in the last mile, during collection and delivery in urban areas. The main actions taken by La Poste to reduce its noise footprint are:

- rolling out the fleet of EVs and NGVs, which are quieter than internal combustion engine vehicles;
- upgrading to internal combustion engine vehicles compliant with the latest Euro standards;
- active delivery rounds, which do not generate noise pollution (55% of delivery rounds are on foot or by bike);
- development of pick-up solutions;
- a maximum rolling noise limit (class 1 for vehicles with a capacity of 3 to 4 cubic metres) for tyres fitted to Véhiposte vehicles.

Lastly, to reduce noise pollution in city centres, PIEK certification is required for all subcontractor delivery vehicles in the Greater Paris region. This certification ensures compliance with a maximum noise limit.

Le Groupe La Poste pledges publicly to reduce its noise pollution and noise footprint. La Poste is a member of and has been certified by the *Certibruit* association. This recognises the efforts of operators of urban logistics systems and delivery companies. Its objectives include reducing the noise of deliveries at night and limiting freight traffic during the day.

5.4 Ensuring the Group's carbon neutrality

100% of Le Groupe La Poste's residual emissions have been offset since 2019. Le Groupe La Poste wants to be exemplary in terms of carbon neutrality. The Group's priority is to reduce the carbon footprint of its activities. In addition, residual emissions are offset by injecting their equivalent into projects that will result in emission reductions and carbon sequestration. The Group was a pioneer in this approach, which concerns not only Scopes 1 and 2 but also Scope 3.

Since 2012, CO_2 emissions related to GeoPost and Services-Mail-Parcels business unit activities are offset. This offsetting is part of a carbon neutrality approach for the benefit of all customers, at no additional cost to them. The Services-Mail-Parcels business unit and GeoPost make it possible to position the Group as one of the leaders **in the parcel sector in the voluntary carbon offsetting market**.

The offset approach to achieve carbon neutrality is rolled out in two ways:

- projects carried out in third countries, mainly developing countries;
- offsetting in France, in particular as part of the innovative "Climat+Territoires" programme, at the origin of the Low Carbon Label.

Carbon offsetting in developing countries

The entire Group purchases carbon credits recognised by the most demanding standards (Gold standards, VCS and UNFCCC) on the voluntary market.

For 2020, these credits will have offset the 2.3 million tCO_2 eq. issued by its activities in Scopes 1, 2 and 3 on subcontracting in transport and deliveries.

GHG emissions are offset in two ways:

• in partnership with **EcoAct** or **CO₂logic**, which use Groupapproved procedures to select projects capable of generating carbon credits in the voluntary carbon market; • and secondly through a contribution to the Livelihoods climate solidarity fund.

The projects supported by the Group's business units benefit disadvantaged populations and the environment on four continents. This involves, for example, preserving Amazon biodiversity in Peru, through sustainable forest management, distributing improved stoves in Cambodia to reduce the use of wood, or building wind turbines in India or biogas production capacity in Brazil.

Carbon offsetting and the "Low Carbon Label": sequestering CO₂ in biological sinks

Le Groupe La Poste is involved in carbon offsetting, notably through CO_2 sequestration projects in biological sinks in France benefitting from the "Low Carbon Label", of which it is the source. This compensation contributes to the fight against climate change and helps to adapt to this climate change in France and to preserve biodiversity.

At the end of 2020, 21 projects had been developed, of which 13 had the Low Carbon Label. As at mid-2021, the Group should have developed 30 projects, more than half of which benefit from the Low Carbon Label.

Launched in 2015 by La Poste, the Network and La Banque Postale, the "Climat+Territoires" programme aimed at both the preservation of the environment in France and the cohesion of the regions, and in particular by supporting environment-friendly agricultural and forestry sectors to set up hedges in the Grand Ouest bocage. The first six emblematic projects of the "Climat+Territoires" programme, financed by La Poste, have made it possible to develop the standards and methods that make up the **French "Label Bas Carbone"** (Low Carbon Label). Since April 2019, this local offsetting approach has been recognised by the French state. It aims to sequester carbon, adapt forests to climate change, develop the local economy and protect biodiversity.

5.5 Designing offers to reduce customers' environmental footprints

DEVELOPING CUSTOMER SOLUTIONS BASED ON THE GROUP'S EXPERTISE

Le Groupe La Poste has established itself as a player in the transformation of society. Using the expertise developed inhouse in energy-efficient building renovation, energy performance, recycling and eco-mobility, it offers solutions to enable everyone to take action for the planet.

These solutions are highlighted by the "EcolOgic" communication campaign, launched in September 2020, in France and in Europe. "EcolOgic" is the marker chosen by La Poste to make its

commitment and environmental performance known to as many people as possible. EcolOgic refers to:

- "zero carbon" achieved through the Group's carbon-neutral mail and parcel delivery solutions;
- "zero emissions", thanks to its fleet of electric vehicles;
- "zero non-renewable electricity", thanks to the 100% renewable electricity used in the buildings managed by La Poste's property company.

ACTING FOR HOUSING RENOVATION

La Poste is stepping up its development in energy-efficient renovation, one of the cornerstones of its diversification and development strategy. Since 2017, with the **Action Habitat** programme, it has been supporting local authorities in their efforts to detect and raise awareness among those affected by the energy renovation of their homes. Local authorities face major difficulties in reaching out to citizens who are unaware of existing schemes. Postmen emerge as natural facilitators of these messages to individuals. 700,000 households have already been included in the awareness programme.

In addition, through the **DEPAR**⁽¹⁾ (Diagnostic Énergétique Pour Accompagner la Rénovation – Energy Diagnosis to Support Renovation) programme, La Poste is helping to accelerate the Habiter Mieux (Live Better) programme, initiated by the French National Housing Agency (ANAH), which aims to eradicate thermal sieves. La Poste thus supports more than 50 local authorities towards their goal of reducing energy insecurity. Launched in 2019, the new "Action Habitat Travaux" offer is aimed directly at private individuals to advise them on the priority construction to be carried out to improve the energy performance of their homes and give them access to construction offers at negotiated prices. La Poste's offer includes taking care of the administrative procedures for obtaining financial aid and advancing the amount of aid obtained. At the end of 2020, La Banque Postale, alongside the Greater Paris Area, committed to supporting energy renovation work on private housing and the small service sector, by financing the "remainder to be paid".

A new step was taken in 2019 with the acquisition of a majority stake in the energy consulting company Economie d'Énergie (EdE), the leader in energy saving certificate programmes in Europe. EDE offers digital platforms that simplify the customer's journey to energy-efficient home renovation. Its solutions facilitate the administrative and financial engineering of projects, in particular by mobilising the energy saving certificate system and putting private individuals in contact with building professionals. With the support of EdE, the energy self-assessment digital platform available on the La Banque Postale website offers simulations and supports owners and tenants in their renovation and energy efficiency initiatives. A dedicated telephone platform operated by Économie d'Energie completes this system to advise customers throughout their procedures. In 2019, La Banque Postale extended this platform to the markets of social housing associations, local authorities, hospitals and local public sector companies and in 2020 to private sector companies.

La Banque Postale's development of financing offers⁽²⁾ for the energy transition reinforces this system to support the energy renovation of housing.

⁽¹⁾ La Poste contributed until 30 June 2020, when the programme ended.

⁽²⁾ See Section 5.6 "Financing and directing savings towards green and responsible activities".

ACTING FOR ENERGY INTELLIGENCE IN OFFICE BUILDINGS

The Sobre Énergie offer, developed as a joint venture with the Caisse des Dépôts, was launched on the market in 2018. It offers real estate portfolio support at three levels: consulting, energy management, and change management and communication.

The ISO 50001 certification of the Le Groupe La Poste's 196 buildings by AFNOR, obtained in March 2020, gives credibility to the *Sobre Énergie* offer adopted by external customers (RATP, universities, etc.). *Sobre Énergie* is positioned across the entire value chain and makes it possible to combine measures, works and

uses. It makes it possible to achieve energy savings starting with simple eco-behaviours, through to the more complex and structural ones obtained with major refurbishments and works. This offer will help public and private players in their energy transition to meet their regulatory obligations, in particular that of the service-sector decree, which requires them to:

- implement energy-saving measures;
- report energy consumption data on the OPERAT platform managed by ADEME.

ACTING FOR THE DEVELOPMENT OF ECO-MOBILITY

La Poste operates services dedicated to sustainable mobility for businesses and public authorities:

 Véligo Location, operator for Île-de-France Mobilités of a longterm rental offer for electrically assisted bicycles (VAE), has met with great success. La Poste is associated with a consortium founded in September 2019 by players involved in mobility and cycling: Transdev, Vélogik and Cyclez. This group called Fluow operates the rental offer. La Poste brings its purchasing power in terms of electric bicycles, its logistics expertise for the delivery

COMMITMENT TO AIR QUALITY

The Group has set up additional air quality measurement systems.

On the one hand, concerning the Geoptis group subsidiary, this activity complements its historical activities of measuring the condition of roads and street furniture, the coverage of mobile networks, geo-referencing and asset qualification. These activities are carried out through:

- the installation of measurement systems, embedded in vehicles or positioned on the Group's buildings;
- collecting and making available data via online portals and applications, depending on the customers and beneficiaries (citizens, users, companies, local authorities or public services) and the services offered.

To measure air quality, Geoptis has mobile sensors on postal vehicles, bicycles and postal sites. 600 mobile and fixed microsensors are being deployed under the contract signed in 2020 with Airparif⁽¹⁾ for the Greater Paris region (Île-de-France).

of bicycles to branches or homes, their storage, its marketing network, its know-how in insurance and the information system;

 through its subsidiary Startway, La Poste also offers alternatives for employees of companies and local authorities, with coworking solutions to facilitate teleworking. At the end of 2020, the objective of opening 30 living spaces and work spaces on a human scale has been achieved. Other third-place options contribute to eco-mobility, reduce transport use and strengthen social cohesion (see Section 3).

The surveys carried out by postmen and in post offices and the cross-referencing with data from microsensors aims to:

- identify and understand local pollution;
- analyse and inform on daily measurements;
- support public policies and CSR strategies, such as training citizens in an application to raise awareness and report air quality anomalies.

Other deployments of sensors were carried out in Nantes, Lyon, Grenoble and Aix-Marseille.

In addition, since the end of 2019, GeoPost has deployed sensors on its delivery fleet as well as in its urban depots and Pickup points, in order to measure the levels of air pollution by PM2.5 fine particles in real time⁽²⁾. In order to contribute to improving the quality of life and health in cities, GeoPost makes the results of its air quality measurement programme available to urban authorities on the one

⁽¹⁾ In France, the monitoring of air quality is entrusted to independent associations, the AASQA (approved air quality monitoring associations). These associations, with a regional dimension, make up the reference system at the national level. In the Greater Paris region (Île-de-France), Airparif is in charge of this monitoring and information. Le Groupe La Poste is a member and represented on the Board of Directors.

⁽²⁾ PM: "Particulate Matter", fine particles with a diameter of less than 2.5 microns.

hand and citizens on the other, through an online interface called Air Diag. This programme is now deployed in five European cities: after the pilot cities of Lisbon, Paris and Madrid in 2019, London and Rotterdam have joined this initiative. GeoPost intends to extend its air quality measurement network to 20 European cities by 2021 and thus become the largest European network.

HELPING CUSTOMERS TO CONSUME MORE RESPONSIBLY AND MAKING THE ENVIRONMENTAL IMPACT OF THEIR PRODUCTS AND SERVICES TRANSPARENT

At the heart of a complex trading ecosystem, Le Groupe La Poste aims to enable its customers to commit to the climate and/or reduce social inequality, and to value this commitment. The challenge for the Group lies in creating products and services which enable customers to make their own responsible commitments. The Group is improving its knowledge of environmental impacts and proposing offers to benefit its customers:

- the "Lettre Verte" (green mail) represents two-thirds of mail items in the priority range. Two-day delivery is sufficient for most situations, and has a lesser environmental impact (30% reduction in carbon impact compared to next-day delivery);
- the carbon calculator allows Services-Mail-Parcels business unit and GeoPost customers to understand the footprint of the mail and parcels entrusted to the Group and to guide their logistical choices and meet their reporting obligations;
- the carbon neutrality certificate offers business customers the opportunity to receive a customised carbon neutrality certificate issued by La Poste. They may thus assert the carbon neutrality of

their service on their own account, at no additional cost. Since 2019, nearly 1,000 customers have been issued a certificate;

- studies carried out on products and services, in an LCA-type approach⁽¹⁾:
 - an analysis of the comparative environmental impacts of Colissimo home and out-of-home deliveries was carried out and shared with customers,
 - in order to continually improve the environmental footprint of La Poste and its advertiser customers, the Media BU carried out in 2020 the first life cycle analysis of paper and digital communication media, conducted by an environmental consulting firm. This study compared the environmental footprint of current customer relationship media in their paper version and their digital equivalent: mailing, flyer, invoice, etc. Its purpose is to help advertisers reduce the environmental impact of their campaigns by showing them that advertising mail is advantageous in terms of this criterion, which has become a central concern of consumers and brands.

⁽¹⁾ LCA (Life Cycle Analysis) consists of assessing the potential environmental impacts of a system, process, service or product.

5.6 Financing and directing savings towards green and responsible activities

The Group and its subsidiary La Banque Postale are committed to sustainable finance, given the urgency of the energy transition. The expansion of the offer proposed to its customers is part of this imperative to direct financing, savings and insurance towards green and responsible products and services. The Group and its subsidiary La Banque Postale also finance themselves through green bonds to support environmental transition projects (sustainable mobility, renewable energies, etc.).

Through the "La Poste 2030: committed to you" strategic plan, La Banque Postale has established itself as the European leader in positive impact finance. In addition to its carbon neutrality in its operational scope (since 2018), La Banque Postale is committed to achieving zero net carbon emissions by 2040 across all its banking activities, *i.e.* ten years ahead of the recommendations of the Paris Agreement. It is already the first generalist manager to be fully SRI (socially responsible investment) and will be the very first financial institution to follow the 1.5 °C trajectory. In addition, by 2023, La Banque Postale will double its outstandings in energy transition projects.

5.6.1 COMMITMENTS FOR GREEN AND RESPONSIBLE FINANCE

La Banque Postale and its subsidiaries LBP AM and CNP Assurances are signatories to the following international agreements for green and responsible finance:

- PRB: Principles for Responsible Banking (PRB)¹⁾ and Collective Commitment for Climate Action (CCCA) signed by La Banque Postale in 2019; La Banque Postale published its first PRB report at the beginning of 2021;
- principles for Sustainable Insurance (PSI)¹¹ signed by La Banque Postale in 2012 and joined by CNP Assurances in September 2020;
- principles for Responsible Investment (PRI)²⁾, which include six principles based on socially responsible investment, signed by La Banque Postale Asset Management in 2009;
- equator Principles, initiative of a framework for the assessment and management of social and environmental risks of projects⁽³⁾ for the project financing activity, joined in 2019;
- Net Zero Alliance signed by CNP Assurances in 2019;
- in September 2020, La Banque Postale committed to achieving carbon neutrality for all its own-account investment portfolios and for its credit activities by 2040, *i.e.* ten years before the end of the deadline set by the Paris Agreement. This commitment was formalised by the signature of the "Net Zero Banking Alliance" letter of commitment when it was launched in April 2021.

La Banque Postale takes part in the market work and sectoral discussions of the following organisations:

 Study Centre for corporate social responsibility (ORSE): member of the Board of Directors and the Finance Club;

- Forum for Responsible Investment (FRI): work of the Retail Customers Commission;
- Medef: work of the CSR committees and extrafinancial performance: measurement of climate risk, inclusion of extrafinancial criteria in the corporate and investment banking business lines, promotion of SRI among private individuals, measurement of the carbon footprint of the financial sector, etc;
- Paris Europlace: Finance for Tomorrow, initiative to promote climate actions by the financial sector;
- French Banking Federation (FBF): work by the Climate Commission on methodologies for measuring coal exit commitments and on the responsible finance observatory;
- French Prudential Supervision and Resolution Authority (Autorité de contrôle prudentiel et de résolution – ACPR): participation in the climate stress test in 2020. La Banque Postale thus illustrated the way in which it is withdrawing from the most carbon-intensive sectors in its financing activities, as well as the impact of climate issues on its activities.

La Banque Postale systematically incorporates ESG criteria in the design of its offer.

Since 2009, La Banque Postale has ensured the systematic inclusion of environmental, social and governance (ESG) criteria in the design of its products and services. La Banque Postale has formalised the inclusion of an ESG checklist as an appendix to the product presentation file to the Product Review Committee. This tool sets out the five founding values of La Banque Postale – accessibility, performance, difference, responsibility, cohesion – according to 19 ESG criteria: ethics of advice, transparency, simplicity, clarity, fight against climate change, fight against tax evasion, etc. Product managers are trained in its use and are thus familiar with the Bank's main CSR challenges.

⁽¹⁾ Established by the Finance Initiative of the United Nations Environment Programme.

⁽²⁾ Established by the Finance Initiative of the United Nations Environment Programme and the UN Global Compact.

⁽³⁾ IFC Environmental and Social Sustainability Performance Standards and World Bank Group Environmental, Health and Safety Guidelines.

Since January 2020, on the basis of the checklist completed by the product managers, La Banque Postale's CSR manager has issued a label as part of the Product Review Committees (favourable, unfavourable or favourable opinion with conditions). Work on the renewal of this list began in December 2020 and will continue in early 2021. The updated list will intervene even earlier in the process of creating offers, thus allowing better integration of extrafinancial aspects.

La Banque Postale held 25 Product Review Committee meetings in 2020. This means that all new products or those having been substantially transformed were tested against extrafinancial criteria encompassing product design and delivery as well as customer support.

5.6.2 GREEN FINANCING AND FINANCING OF THE CIRCULAR ECONOMY

La Banque Postale finances numerous operations related to the circular economy and the energy transition, in particular renewable energies. The range of its offer is aimed at private individuals as well as local authorities and companies.

To support private individuals in their commitment to the energy transition, La Banque Postale has offered a green product range since 2015. This consists of:

- an interest-free eco-loan, "Habitez mieux" (live better), intended for those eligible for the "Habiter Mieux" aid programme of the French National Housing Improvement agency (Agence nationale pour l'amélioration de l'habitat);
- a loan to finance home energy renovations;
- "green" loans for the purchase of electric or hybrid vehicles;
- thematic savings solutions labelled Greenfin such as the LBPAM ISR Actions Environnement fund.

La Banque Postale remains the leading bank lender for local authorities:

- it finances a large number of projects, for which local authorities are responsible, related to energy transition issues: new construction, renovation of public buildings, rehabilitation works on social housing stock, clean transport, etc.;
- in 2019, La Banque Postale launched a range of earmarked green loans for local authorities. In 2020, La Banque Postale mobilised

more than €1 billion to support projects with a high environmental impact: drinking water supply, wastewater treatment, "soft" transport, etc. The minimum amount of these loans – €500,000 – allows municipalities, including small ones, to access green finance.

La Banque Postale also finances companies:

- the offer of green loans was extended to companies in September 2020;
- for the past two years, La Banque Postale has offered positive impact loans for major accounts (more than €770 million in loans since 2018) to its major account customers. The impact is defined with the customer and the margin is indexed to the achievement of verifiable extrafinancial criteria.

La Banque Postale takes action to promote sustainable finance:

- in 2020, BFI co-financed the construction of 40 solar power plants in France by Urbasolar for a total amount of €246 million, and nine solar plants by Photosol for more than €100 million. BFI is maintaining its commitment to increase its energy transition project financing to €3 billion by 2023. La Banque Postale also refuses to finance any fossil energy project;
- the crowdfunding subsidiary KissKissBankBank contributes to the financing of renewable energies, via its Lendopolis platform, which attracted many private individuals wishing to invest directly in renewable energy projects in France, including in the French overseas departments: €30 million were raised in 2020.

5.6.3 DIRECTING SAVINGS TOWARDS SOCIALLY RESPONSIBLE INVESTMENTS AND SRI

La Banque Postale offers customer savings investment products built around responsible or solidarity-based finance.

La Banque Postale helps direct individual savings towards solidarity and sharing products and services. These products are accessible to all and these funds allow customers to put their savings at the service of associations or actors of the social and solidarity-based economy (SSE): the "Solidarity Interest Option" allows holders of Livret A passbook saving accounts, sustainable development and Solidarity savings accounts or Livret d'épargne populaire (LEP) savings accounts to pay over some or all of their interest to a non-profit association. Donations can be made to non-profit associations committed to the fight against banking exclusion, members of the French Banking Exclusion Initiative or to one of the three new environmental associations⁽¹⁾ that joined the

⁽¹⁾ France Nature Environnement, Fondation Nicolas Hulot, Terre de Liens.

scheme in 2020. An option that engages La Banque Postale customers since 75% of donors pay over 100% of their interest. Such generosity is encouraged by La Banque Postale, which thanks customers by gifting each association an additional sum representing 10% of the interest paid over. In 2020, **the Solidarity Interest Option offered by La Banque Postale was again awarded the Finansol Label**⁽¹⁾;

- Solidarity investment funds: These are funds managed by La Banque Postale Asset Management (LBP AM), and distributed to retail customers (*LBPAM ISR Actions Solidaire*) or companies under employee savings plans (*FCPE Décisiel Responsable Actions* 70 Solidaire for example). These funds, labelled by Finansol, have in common that they invest a portion of their outstandings – between 5% and 10%, in accordance with regulations – in SSE structures that act to promote social and professional reintegration, sustainable agriculture or the revitalisation of regions. At the end of 2020, a total of €20 million had been invested, via LBP AM, in the capital of three social and solidaritybased economy (SSE) structures^[2];
- a sharing fund: Each year, the Finansol-certified fund, LBPAM SRI Human Rights (formerly *Libertés & Solidarité*), distributes a portion of the revenue generated or management expenses to the International Federation for Human Rights (FIDH). Since its creation in 2001, more than €3 million have been distributed to this NGO, enabling it to carry out its actions to promote human rights throughout the world.

In accordance with a commitment made in 2018, La Banque Postale Asset Management achieved its goal of certifying 100% of its open-ended funds eligible for the SRI Label at the end of 2020:

- 100% of La Banque Postale Asset Management (LBP AM) open funds at the end of 2020 were labelled with the SRI label⁽³⁾ promoted by the French Ministry of Finance. Some funds also benefit from the Greenfin label (label of thematic funds in favour of the Environmental and Energy Transition, promoted by the French Ministry for Ecology), Finansol (for solidarity savings) or CIES (for employee savings). The LBPAM ISR Actions Environnement fund (which enables clients to invest in European markets on environmental issues, particularly in the fight against climate change) saw its outstandings increase to €780 million at the end of 2020, following excellent financial performance and strong inflows. It obtained the highest score of Climetrics at the CDP Europe Awards for environmental performance in February 2021;
- LBP AM incorporates the extrafinancial analysis based on the GREaT proprietary method which frames the investment decision; GREaT is built around responsible corporate governance (balance of powers, equitable sharing of added value, business ethics, fiscal responsibility), sustainable resource management (well-being at work, human rights, protection of biodiversity, water and waste management), economic and energy transition (low-carbon strategy, adaptation to climate change, offer of products and services related to long-term challenges: renewable energies, sustainable agriculture and food, sustainable transport and mobility, green building, circular

economy, etc.), **regional development** (support for job creation and skills development in localities, support for disadvantaged populations, partnerships with local authorities and sustainable and balanced relations with suppliers);

• sustainable finance is also at the heart of the merger of LBP AM's interest rate and insurance management activities with Ostrum AM, carried out in the autumn of 2020. Ostrum AM is targeting 98% of its assets in open-ended euro funds with the SRI label in 2022 and will rely on the methodological framework developed by LBP AM, which will provide it with an SRI service. As the leading SRI-certified fund manager in terms of number, LBP AM aims to deploy its flagship expertise in Europe and export its vision of responsible finance.

LBP AM wants to align its climate management with a trajectory compatible with the Paris Agreement objective of limiting global warming to 1.5 °C by the end of the century. LBP AM has adopted the Intergovernmental Panel on Climate Change (IPCC)'s P2 scenario, which defines a decarbonisation trajectory aimed at limiting the average temperature rise to 1.5 °C in 2100. The **LBP AM shareholder engagement policy** describes the voting policy at General Shareholders' Meetings and dialogue with companies on extrafinancial issues (see La Banque Postale website).

- In 2020, the engagement policy focused on three high-stakes sectors in terms of the energy-related contribution to global CO₂ emissions: power generation, mining, and oil and gas production.
- LBP AM's investments are restricted to companies in the mining and power generation sectors that have announced a controlled exit from coal, and that have aligned themselves with the objective of limiting the average temperature rise to 1.5 °C by 2100. This coal policy is innovative in the sense that it takes into account the relevance of the companies' strategy, particularly with regard to the challenges of a "fair transition", such as the consideration of social impacts or the consequences at the scale of the planet. It is based on an analysis grid that incorporates the latest OECD recommendations, relying on data providers and public data on revenues generated, new projects, and the commitment of companies to eliminate coal from their operations.
- In 2020, LBP AM strengthened its dialogue with the issuers concerned by the application of its coal policy, and took part in several collaborative engagement campaigns, notably the Total General Shareholders' Meeting⁽⁴⁾ and campaigns on their coal exit plan with 11 issuers⁽⁵⁾.
- This policy of engagement is often carried out with other investors in joint actions. LBP AM has thus joined new initiatives to support the energy transition and human rights. In March 2020 it joined the **Climate Action 100+** initiative whose mission is to encourage the major emitters of greenhouse gases in the global economy to define an action plan in favour of the climate and signature, in April 2020, to the initiative launched by **Domini Impact and the Interfaith Centre for Corporate Responsibility** (ICCR), to ensure the best working conditions for employees and respect for their human rights.

⁽¹⁾ Finansol is a non-profit organisation, whose purpose is to promote solidarity in savings and finance.

⁽²⁾ France Active Investissement, Habitat & Humanisme and Terre de Liens.

⁽³⁾ SRI label promoted by the French Ministry of Finance.

⁽⁴⁾ Filing of a shareholders' resolution at Total's General Shareholders' Meeting in 2020 to amend Total's Articles of Association and specify an absolute reduction plan for GHG emissions across its three scopes. The resolution was not passed but gave rise to an educational debate.

⁽⁵⁾ Campaigns with 11 issuers were carried out to get them to clarify their coal exit plan in order to determine whether they should remain or be excluded from the investment universe, in particular towards RWE and Fortum/Uniper to accelerate their exit from coal.

At the end of June 2020, the carbon intensity of LBP AM's open funds was **558 metric tonnes of CO₂ equivalent per million euros invested** *i.e.* an **approximately 30% lower footprint than the representative benchmark**. The initial work carried out in 2020 showed that the exposure relating to the transition and physical risks of LBP AM's open-ended funds was **significantly lower than the representative benchmark of assets**.

In order to **promote SRI** every year, La Banque Postale takes part in Responsible Finance Week, during which it offers its customers and advisers educational materials and promotional tools for its SRI range. In terms of internal awareness-raising, advisers are trained in SRI funds as part of their initial training when they take up their duties. A special effort was made from spring 2018 in the regional departments to a large population of advisers, to support the sales campaign around the "Conviction SRI" range. In 2020, **350 SRI interventions** were carried out by LBP AM's teams with specialist advisers from the Network, both in the regions and during training sessions in LBP AM's offices.

5.6.4 GREEN BOND ISSUES

Le Groupe La Poste participates in the green bond market to finance its own energy and environmental transition projects and those of its customers.

Two green bonds were issued with a maturity of ten years and were largely oversubscribed:

- one of €500 million in November 2018 by Le Groupe La Poste;
- the other of €750 million in April 2019 by La Banque Postale.

The Group's green bond⁽¹⁾ enabled financing of projects in clean transport, green building and renewable energy. 12,232 tonnes of CO_2 emissions were thus avoided in one year⁽²⁾.

5.6.5 RESPONSIBLE INSURANCE

La Banque Postale, through all its insurance subsidiaries, offers insurance solutions that are consistent with its corporate identity.

It has developed offers according to customer profiles:

- for all, a Caregiver benefit for a dependent relative with home help;
- for young people aged 18 to 29, a single price per item during the first two years of subscription;
- for vulnerable customers, no deductible in the event of an Auto or MRH⁽⁵⁾ damage claim, a savings solution accessible to as many people as possible, CNP Assurances long-term care policies,

La Banque Postale intends to become a regular issuer in the green, social and sustainable bond market.

As such:

- the inaugural green bond of €750 million⁽³⁾ refinances renewable energy projects (65% for solar projects and 35% for wind projects). Refinanced projects save 71,702 metric tonnes of CO₂ per year;
- two green bond issues (EMTN⁽⁴⁾) were issued in 2020 to retail banking customers (€77 million) and La Banque Postale private banking (€50 million) as well as two private placements for a total of €12 million for local authorities. These four issues refinance sustainable mobility projects.

pooled between risks and generations (with a guarantee without medical selection, with a moderate amount of premiums).

La Banque Postale and its subsidiaries contribute to civic-minded and inclusive initiatives such as:

- participation in the "Dilemma" programme developed by the Crésus Foundation for prevention and financial education in insurance;
- an offer of funeral contracts for people under the poverty line proposed by the ATD Quart Monde association and CNP Assurances since 2016, with a minimal monthly contribution;

⁽¹⁾ Investments to be financed or refinanced are decided by the Green Bond Committee twice a year. This committee is composed of the Finance and Development Department, the Societal Commitment Department, and the business units and subsidiaries holding the assets to be financed (GeoPost, Véhiposte, Poste Immo and Services-Mail-Parcels). The allocation and impact report of December 2020 details the vehicles and electric batteries, buildings and photovoltaic projects financed (see Group website).

⁽²⁾ Based on the GHG protocol measure developed by the World Resources Institute and the World Business Council for Sustainable Development.

⁽³⁾ The impact and allocation report for April 2020 is available, in English, at La Banque Postale's website https://www.labanquepostale.com/content/dam/groupe/ investisseurs/pdf/dette/dette-verte/Green-Bond-Report-2019.pdf.

⁽⁴⁾ EMTN: European Medium Term Note.

⁽⁵⁾ MRH insurance = multi-risk home insurance.

- the participation of CNP Assurances in the Fondation Entrepreneurs de la Cité, in particular as co-insurer of the personal risk and health cover for business creators;
- a more favourable product offer, for example, job loss insurance, marketed in the borrower offer distributed by La Banque Postale, which covers 60% of the monthly loan repayment vs 50% in competing offers);
- innovative micro-insurance products offered by CNP Assurances internationally.

The commitment is also reflected in the management of the customer relationship:

- Proxi-client allows customers, faced with a dramatic event, to be contacted by counsellors to be listened to and referred to a psychologist free of charge;
- in the event of a natural disaster, a team travels to facilitate the procedures in the post offices;
- the Domi Clean service is involved in the immediate safeguarding of assets and the restoration of the home as quickly as possible, pending the visit of the expert;
- the sales network of CNP Assurances, Amétis, is the first network of advisers to obtain a label, awarded by the certification body SGS; the label implies compliance with a charter of 13 commitments⁽¹⁾.

Measures to respond to the Covid-19 epidemic

During the health crisis of spring 2020, La Banque Postale and its insurance subsidiaries demonstrated their civic commitment with the implementation of exceptional solidarity measures for its policyholders through:

- the application of the "Petit rouleur" (low mileage) rate to car insurance policies for three months;
- school insurance reimbursed for home insurance policyholders;
- the waiver of the deductible in the event of a home or car accident for three months from the start of the lockdown;
- free access to teleconsultation with the supplementary health insurance;
- exemption from contributions in the event of partial/technical/ economic unemployment for three months in the supplementary health insurance;
- the mobilisation of €50 million to cover work stoppages for childcare and vulnerable people under collective contingency insurance contracts;
- the relaxation of medical selection criteria for underwriting to avoid the need for a borrower insurance medical examination;
- in total, more than 400,000 customers have benefitted from these facilities without having to take any action. These measures were recognised at the Insurance Trophies, by a panel of consumers. La Banque Postale Assurance received the Gold Award for the Insured for the "Service of the Year" category.

⁽¹⁾ These commitments guarantee customers proximity, availability, support, customised approach, advice and compliance with ethical rules, skills and listening skills.

5.7 Protecting biodiversity

By capitalising on its already rich experiences in the field of biodiversity conservation, the Group wants to develop a common strategy. Through this strategy, the Group through Poste Immo aims to reduce the significant impacts of its real estate activities: destruction of habitats, artificialisation of soils, scarcity of natural resources, spread of invasive species, etc. The preservation of biodiversity is one of the four pillars of Poste Immo's Sustainable Real Estate policy. It focuses on four projects:

- acculturate the Group to the challenges of biodiversity;
- make sustainable use of unbuilt spaces;
- optimise water management (soil permeabilisation and river water management in a differentiated way);
- help to protect wildlife and vegetation.

In November 2019, the Services-Mail-Parcels and Network business units signed a partnership with CDC Biodiversité, a Caisse des Dépôts subsidiary dedicated to actions that promote biodiversity, to take part in the **Nature 2050 programme.** This program aims to promote and fund the implementation of nature-based solutions that will help to achieve the following objectives:

- preserving and restoring biodiversity;
- mitigating the impacts of climate change by reducing greenhouse gas emissions and boosting CO₂ storage and capture capacities;
- adapting regions to these changes, by limiting their effects (examples: heat island in towns) and natural risks (erosion, flooding, drought, fires, etc.).

CDC Biodiversité is committed to adapting to climate change, to restoring, then preserving an area of 1 m² for each €5 donation received until 2050. Le Groupe La Poste's commitment as a new contributor will enable the program to strengthen its capacity to finance new projects.

For La Poste, this commitment is a strong signal of its long-term territorial positioning for the challenges of preserving biodiversity. The Group's commitment to Nature 2050 is part of its "Climat+Territoires" carbon neutrality strategy by supporting forestry and agroforestry projects. The "Low Carbon Label" issued in this context has the dual ambition of quantifying the CO_2 stored and preserving biodiversity.

The **biodiversity protection**, a major challenge for organisations, is reflected in the limitation of the consumption of natural spaces by buildings and the waterproofing linked to their footprint, the development of nature in cities and the protection of endangered species. In this context, Poste Immo routinely examines biodiversity conservation during construction and renovation projects.

In 2015, the subsidiary **mapped all of its buildings in relation to areas of ecological interest** (ZIE) and carried out the first biodiversity audits for some of the identified buildings. At the same time, a leaflet on biodiversity conservation entitled "Buildings and Biodiversity" was made available to all Le Groupe La Poste's employees and local authorities. Since then, the emblematic operations carried out by Poste Immo were all given **an initial diagnostic** to determine the biodiversity present on site before work began. These diagnostics were performed by ecologists, and they make it possible to identify the sensitivity of the site and propose actions to limit impacts and, if possible, promote the development of biodiversity for the operation. Some of these operations go even further because they wish **to obtain Effinature or Biodivercity labels.** This is notably the case for the Maison de l'Innovation on the Île de Nantes (Biodivercity) and Marseille Tri-Angle (Effinature).

On 26 March 2019, Poste Immo signed a sponsorship agreement and a **partnership with the French Ligue de Protection des Oiseaux** (**Bird Protection League**)⁽¹⁾. These partnerships are entered into for a period of five years and involve support for the program to protect declining species in built-up areas such as swallows, swifts and sparrows, and for the integration of biodiversity into buildings and urban planning. This collaboration also aims to mobilise the LPO's expertise to improve the consideration of biodiversity in corporate policy and field practices. A dozen postal buildings have been identified for the deployment of bird sanctuaries, delayed by the health crisis in 2020.

Each site will therefore be subject to:

- an initial fauna/flora diagnostic;
- a site-wide biodiversity action plan;
- recommendations for differentiated management of outdoor areas (no pesticides, manual weeding, late mowing, etc.).

As the actions are implemented, biodiversity gains will be quantified and LPO refuge approval obtained where appropriate.

In 2016, after three years of effort, the Rennes-Colombier building was the very first site in the real estate portfolio to obtain "LPO refuge" approval. Thanks to the actions deployed (nesting boxes, bat shelters, development of green spaces, elimination of wildlife traps, etc.), the inventory conducted in 2019 showed a 40% increase in the species counted (herbaceous plants, shrubs, birds and insects).

In addition, La Poste encourages initiatives of:

- urban vegetable gardens managed by La Poste employees, particularly on the roofs of its sites. Trials are currently being carried out with a view to increasing these initiatives so as to step up the development of urban agriculture;
- beehives installed at postal facilities. At around 25 postal sites, employee associations are involved in installing and looking after beehives. These are financed by staff subscriptions in exchange for pots of honey. Poste Immo has prepared an installation kit and is supporting the connected beehives scheme, currently being piloted in Rennes.

⁽¹⁾ The Bird Protection League (Ligue pour la Protection des Oiseaux - LPO) is a non-profit dedicated to nature conservation and species protection.

5.8 Environmental appendix

BUILDINGS

Scope: real estate portfolio owned or directly managed by the Group

GRI	Indicator	Scope	Unit	2018	2019	2020	Change 2020/2019
102-7	Number of buildings	LGLP	number	11,983	11,778	17,617	50%
102-7	Building surface area	LGLP	millions of m ²	10.5	10.447	324,993	3,011%
	Number of certified buildings (HQE, BREEAM, LEED, BDM, BBC, BEPOS) (excl. promotion and co-promotion)	LGLP	number	15	24	25 ⁽¹⁾	
	Surface area of the certified buildings(HQE, BREEAM, LEAD, BDM, BBC, BEPOS)(excl. promotion and co-promotion)	LGLP	m²	214,594	304,664	313,255	3%
302-1	Energy consumed by buildings	LGLP	GWh	1,401	1,314	1,288	-2%
302-1	of which electricity	LGLP	GWh	801	721	753	4%
302-1	Proportion of renewable electricity in total electricity consumption	LGLP	share in %	82	87	86	
305-1	Direct greenhouse gas emissions resulting from energy consumed in buildings (Scope 1)	LGLP	tCO ₂ eq.	111,091	109,318	99,127	-9%
305-2	Indirect greenhouse gas emissions resulting from energy consumed in buildings (Scope 2)	LGLP	tCO ₂ eq.	49,535	46,929	62,316	33%

(1) 14 delivered and 11 in progress.

TRANSPORT

Fleet owned or managed directly by the Group

GRI	Indicator	Scope	Unit	2018	2019	2020	Change 2020/2019
	Total number of vehicles			92,805	91,435	92,694	1%
102-7	Total number of service vehicles	LGLP	number	92,755	89,598	90,681	1%
102-7	of which electric vehicles	LGLP	number	39,696	37,442	37,846	1%
102-7	of which light commercial vehicles (LCV)	LGLP	number	55,814	54,352	56,333	4%
102-7	including Euro 5 standard	LGLP	%	55	43	28	
102-7	including Euro 6 standard	LGLP	%	29	42	51	
102-7	Number of electric LCV	LGLP	number	16,260	16,503	18,746	14%
102-7	including electric four-wheel vehicles	LGLP	number	7,437	7,354	7,295	-1%
102-7	Electric three-wheel vehicles (Staby)	LGLP	number	6,311	7,320	7,507	3%
102-7	Electric quadricycles	LGLP	number	1,294	1,329	1,303	-2%
102-7	Proportion of electric LCV	LGLP	%	18	18	20	11%
	Percentage of electric vehicles in the fleet excluding trolleys and bicycles	LGLP	%	24	25	27	
102-7	Proportion with alternative motorisation (hybrid, natural gas, excl. electric)	LGLP	%	0.3	0.70	0.74	
102-7	Electric bikes	LGLP	number	22,536	20,069	18,800	-6%
102-7	Internal combustion motorcycles	LGLP	number	807	405	255	-37%
102-7	LCV with IC engines (own fleet for service)	LGLP	number	50,093	51,929	49,038	-6%
102-7	Lorries	LGLP	number	250	313	259	-17%
102-7	Electric trolleys	LGLP	number	900	891	300	-66%
	Total kilometres travelled by the vehicle fleet	LGLP	km	1,049,650,793	1,067,467,819	1,029,776,298	-4%

Energy consumption by transport and greenhouse gas emissions

GRI	Indicator	Scope	Unit	2018	2019	2020	Change 2020/2019
302-1	Energy consumption by transport	LGLP	GWh	1,079	1,103	1,172.88	6%
302-1	of which gasoline/petrol	LGLP	GWh	14	57	48	-16%
302-1	of which diesel fuel	LGLP	GWh	1,064	1,038	1,111	7%
302-1	of which natural gas	LGLP	GWh	1.41	0.57	1.24	117%
302-1	of which LGP	LGLP	GWh	0.2	0.26	0.24	-9%
302-1	of which LNG	LGLP	GWh	2.79	6.7	6.1	-9%
305-1	Greenhouse gas emissions resulting from the use of the vehicle fleet (Scope 1)	Fleet managed by Véhiposte	tCO₂eq.	262,354	267,210	283,932	6%

Emissions of air pollutants (scope: fleet managed by Véhiposte)

GRI	Indicator	Scope	Unit	2018	2019	2020	Change 2020/2019
305-7	Nitrogen oxide (NO _x) emissions	Véhiposte	metric tonnes	115	98	78	-20%
305-7	Particulate (PM) emissions	Véhiposte	metric tonnes	4	4	3	-25%
305-7	Carbon monoxide (CO) emissions	Véhiposte	metric tonnes	389	391	360	-8%
305-7	Emissions(NO _x + HC)	Véhiposte	metric tonnes	74	52	51	-3%
	Proportion of kilometres travelled by the fleet managed by Véhiposte	Véhiposte	%	81	80	75	

SUBCONTRACTORS

Scope: subcontractors' buildings

GRI	Indicator	Scope	Unit	2018	2019	2020	Change 2020/2019
302-2	Energy consumption: buildings	LGLP sub- contractors	GWh	5.61	4.99	5.17	4%
305-3	Indirect greenhouse gas emissions resulting from the energy consumption of contractors' buildings (Scope 3)	LGLP sub- contractors	tCO ₂ eq.	1,861	1,555	1,701	9%

Scope: subcontracted transport

GRI	Indicator	Scope	Unit	2018	2019	2020	Change 2020/2019
	Total kilometres travelled: road	LGLP sub- contractors	km	1,730,328,102	1,805,745,440	2,745,247,628	52%
	Total kilometres travelled: train and ship	LGLP sub- contractors	km	770,507	675,778	446,587	-34%
	Total metric tonnes.kilometres transported: airplane	LGLP sub- contractors	metric tonnes.km	313,291,827	299,598,468	309,641,701	3%
302-2	Energy consumption by subcontracted transport	LGLP sub- contractors	GWh	3,961.80	3,560.70	5,620.61	58%
305-3	Indirect greenhouse gas emissions resulting from subcontracted transport (Scope 3)	LGLP sub- contractors	tCO ₂ eq.	1,205,661	1,087,790	1,636,531	50%



CERTIFICATIONS

ISO 14001

GRI	Indicator	Scope	Unit	2018	2019	2020	Change 2020/2019
	Percentage of employees	LGLP	%	12	13	12	
	Percentage of annual revenue	LGLP	%	29	29	25	

ISO 50001 (scope: direct energy invoicing and consumption, excl. contractors)

GRI	Indicator	Scope	Unit	2018	2019	2020	Change 2020/2019
	Percentage of energy consumption	Poste Immo	%	13	13	16.4	

GREENHOUSE GAS (GHG) EMISSIONS

GRI	Indicator	Scope	Unit	2018	2019	2020	Change 2020/2019
305-1	Total GHG emissions	LGLP	tCO2eq.	1,733,333	1,660,647	2,381,561	43%
305-1	of which direct emissions (Scope 1)	LGLP	tCO2eq.	373,445	376,529	383,059	2%
305-2	of which energy indirect GHG emissions (Scope 2)	LGLP	tCO ₂ eq.	49,535	46,929	62,316	33%
305-3	of which indirect emissions (Scope 3)	LGLP	tCO2eq.	1,207,522	1,089,344	1,638,232	50%
305-3	of which extrapolated emissions (Scope 3)	LGLP	tCO2eq.	102,831	147,845	297,953	102%
305-1 305-2 305-3	Total offset GHG emissions	LGLP	millions of tCO ₂ eq	1.57	1.661	2.382	43%

ENVIRONMENT

Circular economy

GRI	Indicator	Scope	Unit	2018	2019	2020	Change 2020/2019
301-1	Recygo offer users	LGLP	number		629,261	611,182	-3%
301-1	Materials collected for recycling and reuse	LGLP	metric tonnes	85,000	117,780	110,970	-6%
301-1	Materials collected and recovered for recycling or reuse	LGLP	metric tonnes	84,817	116,182	110,210	-5%
413-1	Persons assisted in workplace integration by Nouvelle Attitude	LGLP	number	104	124	125	1%
306-4	Recovery rate of waste electrical and electronic equipment	LGLP	%	94	94	94	0%
301-1	Total consumption of paper	LGLP	metric tonnes	ND	12,961	16,169	25%
301-1	Sustainable paper	LGLP	metric tonnes	ND	11,850	13,310	12%
301-1	% sustainable paper	LGLP	% of total	ND	91.4	82.3	
303-5	Water consumption	LGLP	in w.dam	1,888	1,646	1,808	10%

Consumption

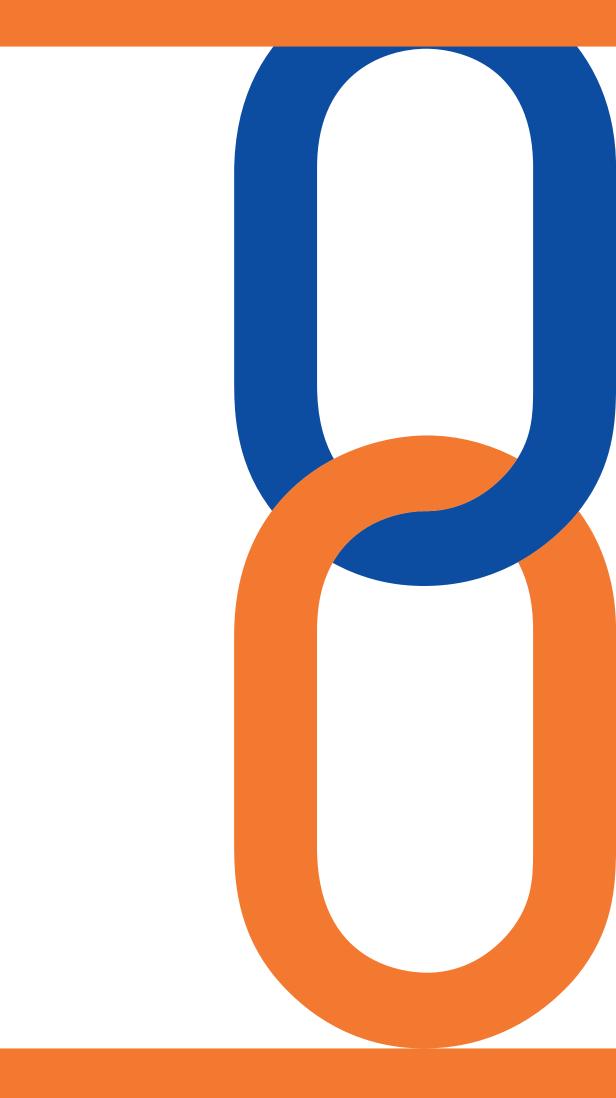
GRI	Indicator	Scope	Unit	2018	2019	2020	Change 2020/2019
302-1 302-2	Energy consumption: total	La Poste	GWh	2,500	2,443	2,306	-6%
302-1 302-2	Energy consumption: total	La Poste	% of Group consumption	38	40	29	
302-1 302-2	Energy consumption: buildings	La Poste	GWh	1,004	942	855	-9%
302-1 302-2	Energy consumption: transport	La Poste	GWh	1,496	1,501	1,451	-3%
302-1 302-2	Energy consumption: total	LGLP	GWh	6,606	6,119	8,081	32%
302-1 302-2	Energy consumption: Scope 1	La Poste	GWh	1,039	1,022	916	-10%
302-2	Energy consumption: Scope 2	La Poste	GWh	563	511	481	-6%
302-1	% buildings supplied with renewable electricity	Poste Immo	%	100	100	100	
302-2	Energy consumption: Scope 3	La Poste	GWh	898	911	909	-0.2%
102-7	Pick-up and drop-off points	Europe	number	40,000	43,000	44,930	4.5%
		of which France	number	9,500	11,455	13,070	14.1%

Environment

GRI	Indicator	Scope	Unit	2018	2019	2020	Change 2020/2019
102-7	Owned real estate portfolio	LGLP	% (of m² area)	37	37		
102-7	Real estate portfolio	LGLP	number of buildings	11,983	11,778	17,371	47%
102-7		LGLP	surface areas in millions of m ²	10.5	10.4	12	15%
102-7		Managed by Poste Immo	number of buildings	10,362	10,094	9,938	-2%
102-7		Managed by Poste Immo	surface areas in millions of m ²	6.2	6.2	6.18	-0.2%
102-7	Buildings monitored as part of the green lease process	Poste Immo owned sites	number	95	126	129 (Objective 133)	
102-7	Green leases	Poste Immo owned sites	number	198	189	177	-6.3%
	GHG emissions: total	La Poste	tCO2eq.	591,758	579,114	574,581	-1%
	GHG emissions: total	LGLP	tCO2eq.	1,733,333	1,660,647	2,381,561	43.4%
305-1	GHG emissions: Scope 1	LGLP	tCO2eq.	373,445	376,529	383,059	1.7%
305-2	GHG emissions: Scope 2	La Poste	tCO ₂ eq.	7,716	6,814	5,502	-19.3%
305-2	GHG emissions: Scope 2	LGLP	tCO ₂ eq.	49,535	46,929	62,316	32.8%
305-3	GHG emissions: Scope 3	La Poste	tCO ₂ eq.	353,373	344,786	363,770	5.5%
305-3	GHG emissions: Scope 3	LGLP	tCO ₂ eq.	1,207,522	1,089,344	1,936,185	78%
305-1 305-2 305-3	GHG emissions: buildings	LGLP	tCO2eq	162,488	157,802	163,144	3%
			% of total	9	10	7	

GRI	Indicator	Scope	Unit	2018	2019	2020	Change 2020/2019
305-3	GHG emissions: not allocated	LGLP	tCO2eq.	102,831	147,845	297,953	102%
			% of total	6	9	13	
305-1, 305-3	GHG emissions: transport	LGLP	tCO ₂ eq.	1,468,147	1,355,000	1,920,463	42%
			% of total	85	82	81	
305-1, 305-3	GHG emissions: road	LGLP	% of total	70.7	68.1	68.4	
305-3	GHG emissions: air	LGLP	% of total	13.7	12.8	12.1	
305-1, 305-3	GHG emissions: natural gas		% of total	5.5	5.7	3.6	
305-2, 305-3	GHG emissions: electricity	LGLP	% of total	2.7	2.7	2.5	
305-2	GHG emissions: urban heating	LGLP	% of total	0.3	0.3	0.2	
305-1, 305-3	GHG emissions: fuel	LGLP	% of total	0.8	0.8	0.5	
305-3	GHG emissions: railroad and maritime	LGLP	% of total	0.4	0	0.01	

GRI	Indicator	Scope	Unit	2018	2019	2020	Change 2020/2019
302-2	Photovoltaic facilities	LGLP	number (Poste Immo real estate portfolio)	47	50	50 (+2 under construction)	
302-2	Photovoltaic panels	LGLP	m² (Poste Immo real estate portfolio)	31,000	38,000	38,000	0
302-2	Annual output generated by photovoltaic facilities	LGLP	GWh	5.5	6.5	6.5	0



6

EMPLOYMENT POLICY, A LEVER FOR THE GROUP'S TRANSFORMATION

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Ambitions

Le Groupe La Poste is committed to providing high-quality jobs for employees working in the Company and for new hires. In order to continue its responsible development in a rapidly changing environment weakened by the global health crisis, La Poste is accelerating the transformation of its activities and its businesses to meet the new needs of its customers and remain a major player in society.

To succeed, La Poste relies on proud and committed employees and sets itself the following ambitions:

- enhancing quality of life, preserve health and safety at work for employees;
- developing forward-looking human resources management to support employee development;
- developing employee mobility and career paths;
- developing skills and training;
- pursuing socially responsible actions.

Key means envisaged:

 intensifying actions in favour of quality of life at work in all entities;

- strengthening the integration of newcomers;
- creating innovative career paths: "marked pathways" and "pioneering paths" to encourage professional development;
- training in digital and customer culture.

The development of a new management culture, which embodies Le Groupe La Poste's values, is a source of commitment, and is a key lever for the success of the new strategic plan:

- one objective: Unleash and unite energies in a culture of excellence to serve Le Groupe La Poste's customers and society as a whole;
- three commitments:
 - be an actor in its own transformation to support that of others,
 - focus on the essentials and delegate within a clear and shared framework,
 - demonstrate managerial courage and know how to say things;
- seven attitudes: being customer-centric, giving meaning, empowering, cooperating, developing, recognising, promoting innovation.

Ambition 2030

To support La Poste employees in the future transformations, a new national employee agreement, "La Poste committed with its employees", was signed on 4 May 2021 with the representative trade unions.

Report at the end of 2020

Material aspect	Goals for 2020	Progress as at 31/12/2020
Workplace relationships and quality of life	Steadily reduce the number and severity	Frequency rate: 19.91 in 2020
	of work-related accidents	Severity rate: 1.52 in 2020
Human capital development	80% of La Poste employees receive training every year, and 100% over two years	Nearly eight out of ten employees received at least one training course in 2020
	Support 10,000 career paths per year	46,313 employees have followed a qualifying training path since 2015
Gender equality	45% of upper management are women*	44.3% of upper management are women
	40% of strategic and senior executives are women*	39.1% of strategic and senior executives are women

* By 2022.

"Le Groupe La Poste's Strategic Plan will strengthen the pride in being a La Poste employee, will present a new labour-management agreement, and a new organisation enabling agility."



employees (FTE, on average) of which 81.4% in France

188

jobs in 29 occupational pathways, resulting in a wealth of professional development opportunities for employees

88.4%

Full-time employment rate

94.4%

on permanent contracts, confirming that La Poste prioritises job stability



11,167 permanent contracts in France Group scope

er **60**

qualifying training paths since 2015 to promote career paths and develop key skills

4.3% low employee turnover rate, illustrating La Poste's responsible employment policy

145,000 employees

received e-training on digital literacy for all over the period 2015-2020

excellent score

for the gender equality index at La Poste 62% of all La Poste employees and 88% of managers responded to the barometer rolled out

by the Group to measure employee engagement



staff representatives on the Board of Directors, i.e. one third of its members, elected in December 2020 for five years

135,000

employees who took part in the participatory approach



6.1 The framework for a responsible employment policy

Group headcount

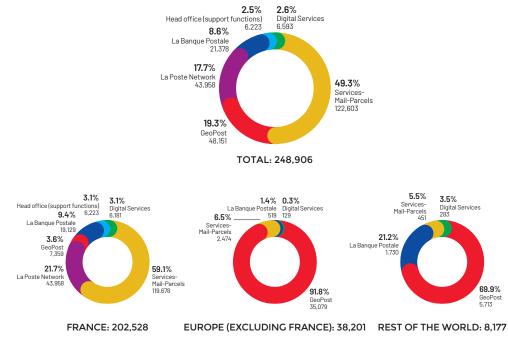
Changes in Group headcount

(in full-time equivalents [FTE] on average*)

	2020	- 2019
Le Groupe La Poste	248,906	249,304

Civil servants, permanent contracts, temporary contracts, including training contracts for La Poste, excluding training contracts for subsidiaries.

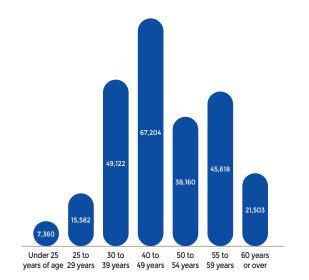
Breakdown of headcount by business unit worldwide (in full-time equivalents, FTE, on average*)



* Civil servants, permanent contracts, temporary contracts, including training contracts for La Poste, excluding training contracts for subsidiaries.

Age pyramid of Group's headcount in Europe

Number of individual headcount as at 31 December – civil servant employees and private-law employees under permanent contracts (excluding CNP Assurances' subsidiaries and Asendia's non-French subsidiaries)



Le Groupe La Poste had an average of 248,906 full-time equivalent

employees in 2020, a decrease of 0.2% compared to 2019. Changes

in headcount come from the difference between natural departures

(mainly as a result of retirement) and new hires.

Responsible employment policy

La Poste is one of the largest employers in the French job market. It pursues a responsible employment policy in a context marked not only by the reduction in mail volumes and the decrease in traffic at post offices, but also by a sharp increase in parcel volumes in a context weakened by the global health crisis.

La Poste continued to implement a recruitment policy that is open to diversity, respects equal opportunities and embodies the Group's commitments in this area. La Poste promotes the development of quality employment; 94.4% of the headcount were on permanent contracts and staff turnover was only $4.3\%^{(1)}$ (vs 5.3% in 2019). In total, 4,416 people were recruited on permanent contracts. Applications from those who have worked for La Poste are prioritised when hiring under permanent contracts for the same position. In 2020, 1,359 employees who had previously been employed on temporary contracts were transferred to permanent contracts, *versus* 3,268 in 2019.

Within the Group, the total number of permanent hires in France in 2020 was 11,167 (vs 15,073 in 2019).

COMPONENTS OF WORKPLACE TRANSFORMATION

Sustained social dialogue

Agreements and amendments signed in 2020

The La Poste working method is based on intense social dialogue, including negotiation, information and consultation, to ensure that everyone is involved in projects. The 66 national agreements signed since 2015 are the result of a constructive social dialogue with each representative trade union and are proof that there is a shared will to drive the Company's transformation for the benefit of all employees. This commitment to support through social dialogue exists at all levels of the organisation and is reflected by the signature of 14 agreements in 2020 (vs 12 in 2019).

Through the signing of these agreements, La Poste has committed to its employees with:

- 100% guaranteed compensation for employees who are partially employed (vulnerable people and people caring for children);
- an agreement on housing (sustainability of the subsidies already in place and new offers for employees depending on their situation);
- agreements related to the forward-looking management of jobs and the integration of young people and the employment of older people.

⁽¹⁾ La Poste SA scope.

Summary of agreements and amendments signed in 2020

Wording	Duration	Signature date	Effective date	End date	Signatories
Employee agreement on additional compensation for employees of La Poste SA in partial employment related to Covid-19 from 1 May 2020	2 months	5 May 2020	1 May 2020	30 June 2020	CGT, CFDT, SUD, FO, Liste Osons l'Avenir (CFTC, CFE- CGC), UNSA-Postes
Employee agreement on the compensation of employees prevented from working due to Covid-19 from 1 July to 31 August 2020	2 months	30 June 2020	1 July 2020	31 August 2020	CGT, CFDT, FO, Liste Osons l'Avenir (CFTC, CFE-CGC), UNSA-Postes
Employee agreement on social housing policy at La Poste 2020-2022	3 years	17 July 2020	1 Jan. 2020	31 Dec. 2022	CGT, CFDT, SUD, FO, Liste Osons l'Avenir (CFTC, CFE- CGC), UNSA-Postes
Employee agreement on the compensation of employees prevented from working due to Covid-19 from 1 September to 31 October 2020	2 months	30 August 2020	1 Sept. 2020	31 Oct. 2020	CGT, CFDT, FO, Liste Osons l'Avenir (CFTC, CFE-CGC), UNSA-Postes
Amendment to the transformation of the PERCO into PERCOL	Unspecified	10 Sept. 2020	1 Oct. 2020		CFDT, FO, Liste Osons l'Avenir (CFTC, CFE-CGC), UNSA- Postes
Amendment to the employee agreement on the compensation of employees prevented from working due to Covid-19 from 1 September to 31 October 2020	6 weeks	18 Sept. 2020	18 Sept. 2020	31 Oct. 2020	CGT, CFDT, FO, Liste Osons l'Avenir (CFTC, CFE-CGC), UNSA-Postes
Amendment no. 3 to the agreement on parcel premiums of 11 October 2017	1 year	8 Oct. 2020	11 Oct. 2020	10 Oct. 2021	CFDT, Liste Osons l'Avenir (CFTC, CFE-CGC)
Employee agreement on the compensation of employees prevented from working due to Covid-19 from 1 to 30 November 2020	1 month	30 Oct. 2020	1 Nov. 2020	30 Nov. 2020	CGT, CFDT, FO, Liste Osons l'Avenir (CFTC, CFE-CGC), UNSA-Postes
Amendment no. 4 to the agreement on parcel premiums of 11 October 2017	1 month and 9 days	6 Nov. 2020	15 Nov. 2020	24 Dec. 2020	CFDT, FO, Liste Osons l'Avenir (CFTC, CFE-CGC)
Employee agreement on the compensation of employees prevented from working due to Covid-19 from 1 to 31 December 2020	1 month	30 Nov. 2020	1 Dec. 2020	31 Dec. 2020	CGT, CFDT, FO, Liste Osons l'Avenir (CFTC, CFE-CGC), UNSA
Amendment No. 2 to the employee agreement "a future for every La Poste employee" of 5 February 2015	3 months	16 Dec. 2020	1 Jan. 2021	31 Mar. 2021	CFDT, FO, Liste Osons l'Avenir (CFTC, CFE-CGC), UNSA
Amendment No. 2 to the employee agreement of 29 May 2019 on the "integration of young people and employment of seniors"	3 months	16 Dec. 2020	1 Jan. 2021	31 Mar. 2021	CFDT, FO, Liste Osons l'Avenir (CFTC, CFE-CGC), UNSA
Amendment No. 1 to the employee agreement of 19 July 2017 on the "future of the support business lines"	3 months	16 Dec. 2020	1 Jan. 2021	31 Mar. 2021	CFDT, Liste Osons l'Avenir (CFTC, CFE-CGC), UNSA
Employee agreement on the compensation of employees prevented from working due to Covid-19 from 1 to 31 January 2021	1 month	30 Dec. 2020	1 Jan. 2021	31 Jan. 2021	CGT, CFDT, FO, Liste Osons l'Avenir (CFTC, CFE-CGC), UNSA

In addition to these agreements signed within La Poste SA, 112 agreements were signed at the level of the Group's French subsidiaries. 100% of the Group's employees in France are covered by employee agreements.

Follow-up on commitments made in agreements that are in force

All of the major agreements are reviewed at least annually by a Monitoring Commission. This commission discusses, in particular, the implementation of the contractual provisions with the signatory trade unions.

To ensure that these principles are adhered to, La Poste has introduced an employee alert system which trade unions have been able to use to report to the local manager, then, if necessary, to the Group's Human Resources Department (DRH), any shortcomings they believe to have occurred in honouring the social dialogue commitments of La Poste as regards adherence to the change management method applicable to national or local organisational changes (see below), and compliance with the agreements signed.

In 2020, the Group's HR Department received two national reports (vs ten in 2019).

The HR function – supporting transformation

In a society where everything is accelerating, the role of the HR Department with operational staff is essential to maintain and develop the key activities to the Group's momentum.

Local HR managers have been recruited and trained in every region and in each of La Poste's business units. Their work benefits all managers and employees, enabling, on a basic level, all aspects of working life to be dealt with, while respecting confidentiality and freedom of expression. Specifically:

 providing information on and dealing with day-to-day administrative issues;

- providing information and giving advice about professional development;
- being a trusted adviser for employees experiencing a difficult situation, regardless of whether it is professional or personal;
- supporting managers in ensuring the management and professional development of team members.

In 2017, La Poste launched an ambitious training path for Heads of Human Resources (HHRs) and HR managers (HRMs).

The "HHR 2020" and "HRM 2020" programmes are for all of the Group's Heads of HR and HR managers. They aim to:

- support a HR function focused on providing optimum HR services and quality, personalised support to employees;
- build on the skills of HR generalists (HHRs and HRMs) in their role as partners for the managers, in contributing to transformation projects and rising to business challenges;
- achieve progress and innovation in operational HR methods, while controlling the fundamentals of their business line.

In 2020, 77% of the 225 HHRs integrated the HHR development path.

The HRM qualifying training path, available since January 2018 to 550 employees, was completed by 38 HRMs in 2020.

Recognised and sustained management

Within six months of taking up their position, new managers at all levels undergo an obligatory integration process with a skills development component. This includes specific training on the HR role of the manager.

This two-day training course is mandatory and must be attended before or as soon as the person assumes the managerial position. Additionally, La Poste now appoints an experienced manager to mentor each new manager to support them during their first months in their new position. Lastly, the Institute of Management offers dedicated training for Group managers.

6.2 Boosting skills and employability

The acceleration of changes in the economic environment, the emergence and evolution of activities, the need to adapt to new customer needs (digital uses, changes in customer relationship requirements) lead to permanent adaptation and skills development for employees.

La Poste is strengthening its commitment to the professional development of its employees.

To this end, La Poste:

- develops an approach to anticipate needs in terms of jobs;
- increases mobility support;
- invests and innovates in skills development;
- enables employees to be involved in their professional development;
- gives priority to internal mobility in the job replacement policy.

TRAINING

Training access rates were high for the eighth year in a row in 2020, with almost eight employees out of ten having attended at least one training course. On average, the number of training hours per La Poste trained employee is 24 hours and 30 minutes.

The major training programmes continue:

- a programme of 50,000 qualifying training paths with in-house certification between 2015 and 2021, to boost key skills and further employees' career aspirations. A total of 46,313 training paths had been initiated by the end of 2020 (vs 43,600 at the end of 2019);
- an individual training programme with a 100% digital self-service training offer accessible to all employees via a dedicated portal since 2017, now based on two themes: corporate culture, and digital and data. In 2020, more than 90,000 self-service training courses were completed. A dozen new training programmes were added to the offer for everyone, particularly on data and Al, corruption prevention and the role of the tutor. During the period of the health crisis, the self-service offer promoted the continuity of skills development (with a 16% increase in the number of training courses completed compared to 2019). In particular, more than 33,000 employees have taken the e-learning training course on barrier gestures;
- a common pathway to improve managerial skills, spearheaded by the Group's Institute of Management (IM). This pathway includes management training programmes: face-to-face, online "selfservice" options, a cycle of conferences and dedicated training for new managers. The six regional sites provide easy access to this training for employees throughout the country. At the end of 2020, 16,668 managers had taken part in a programme run by the IM (compared with 14,476 in 2019);
- the training of the 19,000 employees in the support sectors led by the Institute of Development (ID), created in 2018, on subjects such as project management, risk management, accounting documents and customer orientation, which are offered in the form of short online programmes, face-to-face training or conferences. In 2020, the ID delivered training sessions to 21,167 employees (compared to 30,505 in 2019).

At the end of 2020, 90% of IM and ID training courses were delivered in a fully digital mode in the context of the health crisis.

La Poste has a common training catalogue for all employees, but with subjects that are specific to business units:

- the EBR (École de la Banque et du Réseau) helps employees of La Banque Postale, Financial Services and the Network improve their specialist skills. In 2020, over 1.7 million hours of training were provided (La Poste SA scope);
- The Services-Mail-Parcels University (USCC) supports the development of the employees of the Services Mail-Parcels business unit towards the jobs of tomorrow and service excellence as part of "Ambition 2020 Towards the world of services". It is structured around six areas of expertise: School of Sales, School of Marketing, School of Supply Chain, School of postmen, School of Customer Satisfaction, School of Customer Relations & Sales Administration. In 2020, over 1.6 million hours of training were provided.

Talent management

A talent management policy has been introduced to support the Le Groupe La Poste transformation goals. The policy aims to:

- help departments identify the organisation's key positions;
- anticipate future needs by identifying and preparing employees to take up key positions;
- prepare existing and new occupants of key positions through development initiatives and by providing professional development opportunities.

With this in mind, in 2018 La Poste launched two "talent" development programmes for senior executives ("Rethink & Lead" programme) and strategic executives ("Impact!" programme). Building on the positive results of these two programmes, in 2020, a third cohort of the "Impact!" programme was set up and the "Rethink & Lead" programme was also renewed.

Part-time education

La Poste has for many years been firmly committed to a policy of training young people and integrating them into the workplace, via apprenticeship contracts and vocational training contracts leading to degrees and/or professional qualifications, from the Professional Ability Certificate qualification (CAP) to Masters level. It relies in particular on its "Formaposte", i.e. its three part-time education centres (*Centres de formation en alternance* – CFA) created and dedicated to La Poste, to meet its needs to train part-time students, particularly in La Poste's core business lines (postman, organiser, customer service manager, and banking advisor). Today, they support nearly 60% of La Poste's work-study students.

During the health crisis, La Poste encouraged the extension of parttime education contracts (more than 250) to support young people until they obtained their diploma when it was deprogrammed. In addition, the sourcing and recruitment phases of new workstudy students were carried remotely, thus making it possible to maintain recruitment volume commitments.

In the year 2020, with 4,541 new apprenticeship and professional training contracts signed (vs 4,739 in 2019), La Poste remained one of the leading recruiters of work-study students in France.

Since 2016, La Poste has been a partner of the Innovation Foundation for Apprenticeships (*Fondation innovation pour les apprentissages* – FIPA) to provide even more opportunities. The objective is to work with other companies to develop all forms of part-time education (apprenticeship, vocational training contracts, apprenticeships for the long-term unemployed, career orientation apprenticeships), in particular as regards the new business lines.

Internships

La Poste has an active policy to promote the integration of young people through internships with or without agreements.

La Poste welcomed 2,756 interns in 2020 with special attention to young people from urban priority neighbourhoods (12% of interns in 2020 came from such areas), as well as young disabled people.

Finally, more than 635 fourth-year middle school pupils trainees (of which 11% from urban priority neighbourhoods) were welcomed in La Poste establishments in 2020 in a context of a health crisis, which was unfavourable to the reception of fourth-year middle school pupils (the internship requirement was suspended by the Ministry of Education in the second half of 2020).

MOBILITY

Internal mobility

La Poste prioritises internal mobility.

Professional development opportunities are created within the Group by way of the following initiatives:

- since it was set up in 2015, the Jobs, Skills and Qualifications Observatory has produced a set of guidelines common to all of the Group's 188 business lines and 29 professional divisions, so that employees can learn about potential career paths;
- La Poste provides employees with improved opportunities to play an active role in defining their career paths: a Job Exchange Board accessible to all employees on the Intranet and Internet, internal mobility rules, a network of advisers operating across the different business units and a dedicated professional development website. The volume of jobs posted on the Job Exchange, which fell by almost 30% at the height of the health crisis, ended with a limited decline of 8% in 2020. The 12 Group Mobility and Recruitment Spaces (*Espaces mobilité et recrutement Groupe* – EMRG), in Paris and other cities, help employees across France with their professional development;
- the Group encourages cross-entity career paths between business units and between professional fields. The deployment of the GPEC⁽¹⁾ at the end of 2019 made it possible to further develop the mobility and fluidity of career paths between the Group's business units and sectors at the local level;
- the desire to build the La Poste of tomorrow with today's employees is also embodied in the partnership signed with Simplon⁽²⁾ which allows any La Poste employee (especially postmen or customer service managers), after a selection process and then training, to obtain the designer-developer diploma and join La Poste's IT services. The success of this scheme was confirmed during the creation of the fourth cohort of 2019/2020: 17 employees were selected from among more than 300 candidates. In total, 41 La Poste employees have already moved into designer-developer roles thanks to this initiative. Building on this success, La Poste launched new career paths (cybersecurity analyst, organisers within the Services-Mail-Parcels business unit).

In total, 15,244 of the employees in France were able to advance their careers within the Group in $2020^{(3)}\!.$

Gestion prévisionnelle des compétences – Forward-looking management of employment and skills.

⁽²⁾ Social and solidarity-based economy company and free computer coding training school, which supports companies in their digital transformation.

⁽³⁾ Functional and/or geographic transfers, either from one business unit to another or within a business unit, or from the parent company to a subsidiary. Does not include transfers from subsidiaries to the parent company.

External mobility

Public sector mobility

In response to employees' requests for mobility towards one of the three public functions (French state, local government and hospitals), La Poste has introduced a legal process of secondment, then transfer, of employees into these functions: on the one hand, a special process common to the three public functions, introduced by Act No. 2007-148 of 2 February 2007 (regularly extended, until 31 December 2020), and on the other, secondments of common-law civil servants and assistance for private-law employees. In 2020, La Poste helped 225 employees transfer out to the public sector.

Business creation

La Poste has an active policy to support its employees' entrepreneurship projects (creation or takeover of a business).

PROMOTION

Given the key role of skills development in La Poste's Human Resources policy and management, there are three means by which employees may be promoted – recognition of knowledge and skills, recognition of career potential, and recognition of work experience. The policy includes a toll-free number where employees can receive support from specialist advisers, access to training, adjusted working hours, financial assistance, post-set-up monitoring, and the right to a smooth return to work, if needed. In 2020, 150 employees set up or took over a business.

Mobility towards the social and solidaritybased economy

La Poste also helps employees transfer out into the growing social and solidarity-based economy (SSE), which offers a wide range of roles. The "Dynamic Alliance" partnership enables several kinds of projects: professional development to an SSE organisation, settingup of an organisation or end-of-career commitment to a generalinterest cause. In 2020, 121 employees successfully completed such external development projects.

In 2020, 18,329 employees were promoted *via* one of these three channels, *i.e.* a promotion rate of 10.3%.

YEARLY PERFORMANCE AND CAREER REVIEWS

- The managerial line is closely involved in detecting the skills development needs of employees and supporting their career paths in particular through the yearly performance review; this key part of the manager's job is crucial to the Company's strategy and employees' career development. It enables the Company to channel its efforts towards priority objectives, in line with the assignments entrusted to each employee.
- The yearly performance reviews now include a skills assessment based on the skills requirements of the business lines.
- All employees receive a professional interview each year, whereas the interview is made mandatory only every two years by the Act of 5 March 2014 on professional training.

Results^(a)

	2020	2019
Number of employees who have changed jobs (internally)	15,244	20,191
Total number of training hours ^(b)	3,664,630	4,881,436
Proportion of employees who took at least one training course during the year ^(c)	79.7%	80.3%
Training expenditures as a percentage of payroll ^(d)	3.9%	3.8%
Number of qualifying training paths rolled out (total since 2015) ^{e)}	46,313	43,600

(a) Unless otherwise stated, includes La Poste parent company and Group subsidiaries in France, excluding subsidiaries abroad.

(b) Total number of internal or external training hours attended by all staff (total headcount 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. Courses are taken into account for the year in which they are completed.

(c) La Poste parent company scope. Employees having completed one or more training sessions with a cumulative duration of at least 3h30.

(d) La Poste parent company scope. Sustained investment in training but expenses calculation affected by taxation changes in relation to the apprenticeship tax (so-called "lost year").

(e) La Poste parent company scope.

6.3 Offering varied compensation and benefits packages

COMPENSATION PACKAGES

Wage policy

Special measures apply to civil servant employees in the public sector (points accumulation system).

For private-law employees, the compensation policy is set out in the Company agreement (*Convention commune*) and through annual pay negotiations. The compensation policy primarily comprises an annual negotiated change as well as a certain progression in years of service recognising the development of expertise in a job. It is supplemented with promotion measures adding value to career paths and changes. Additional compensation to cover family costs takes into account changes in employees' personal lives.

For managers, the compensation policy includes both individual fixed pay increases based on personal added value and potential held, and variable awards based on annual quantitative and qualitative targets.

Sales staff (Mail and Parcel sales and banking advisers, *i.e.* more than 10,000 individuals) receive a variable compensation scheme that is appropriate for the sales policy, including in the banking area.

Employee incentive-based pay

On 29 June 2018, La Poste, the trade unions CFDT and FO, and the CFTC-CGC-UNSA union group, signed a new incentive agreement for a period of three years. Like the two previous agreements, it enables employees to be involved in the Company's results and to take account of everyone's daily efforts. This agreement is based on criteria of results and economic health, quality of service and performance. Operating profit is always the trigger criterion. The quality indicators remain the same: the quality of the next-day mail delivery service, the parcel flash rate and customer satisfaction at the post office.

In order to strengthen the unity of the Company, this agreement, like the previous ones, provides that each full-time employee present all year round, regardless of his or her grade or business unit, receives the same amount of incentive.

The results of Le Groupe La Poste (excluding CNP Assurances) do not allow for the payment of profit-sharing for 2020. However, throughout the Covid-19 crisis, La Poste maintained at 100% the net salary of its employees who were removed from their jobs (for reasons of health or childcare) and were unable to work remotely.

In addition, an exceptional purchasing power bonus and a Covid-19 bonus for employees of operational entities were paid in 2020.

Most French subsidiaries also have employee incentive agreements.

Group savings plan (PEG) and collective company retirement savings plan (PERCOL)

In December 2006, La Poste and five trade unions (FO, CFDT, CFTC, CGC and UNSA Postes) signed two agreements respectively instituting the Group savings plan (*Plan d'épargne groupe* – PEG) and the collective retirement savings plan (*Plan d'épargne pour la retraite collectif* – PERCO).

The PACTE Act, adopted with its implementing legislation in 2019, simplifies, harmonises and makes retirement savings more attractive. It enables companies to offer new benefits to their employees as part of their group retirement savings scheme.

The La Poste parent company, by signing, on 10 September 2020, an amendment to the PERCO agreement with the trade unions (CFDT-F3C, FO-COM, the Osons l'avenir list CFE-CGC Groupe La Poste/ Fédération CFTC Média+ union group and UNSA-Postes), provides employees with these benefits. Thus, from 1 October 2020, the PERCO was replaced by the PERCOL (collective company retirement savings plan).

These collective savings plans set up by La Poste are also open to French subsidiaries which meet the membership conditions (at least 50% directly or indirectly owned by La Poste or subsidiaries whose financial statements are fully consolidated at Le Groupe La Poste level). Currently, 13 subsidiaries have chosen to be members of the La Poste parent company employee savings plans (including Mediapost, Chronopost and Poste Immo, among the largest). Employees of La Poste and member subsidiaries have the option to start saving in employee savings plans once they have been with the Company for three months, by making voluntary payments and/or by putting their profit-sharing and/or bonus in them. Since 2014, La Poste has also allowed its employees to transfer up to ten days of their time savings account (*Compte épargne-temps* – CET) to their PERCO (excluding annual holidays) once per year.

La Poste makes a contribution on top of the amounts that employees pay into their PEG and PERCOL accounts. The subsidiaries which have signed up to the plans are free to set their own contributions. The amounts paid into the PEG and the PERCOL are invested into a diverse range of employee mutual funds, exclusively dedicated to Le Groupe La Poste. La Banque Postale Asset Management (LBP AM) is responsible for the financial management of these funds.

As at 31 December 2020, Le Groupe La Poste had 174,934 unitholders in the Group employee savings plans, a 7% increase between 2019 and 2020.

In terms of governance, a shared La Poste employee mutual fund Supervisory Board, comprising an equal number of employee representatives of unit-holders and Group employer representatives who are members of the employee savings plans, is in place. It met four times in 2020. La Poste has a pro-active training policy for Supervisory Board members. They receive tailored training: there is a welcome module for new arrivals, to help familiarise them with financial products and financial management techniques, followed by a more in-depth module to meet the specific needs of the more experienced members.

Employee profit-sharing

Currently, there is no employee profit-sharing programme in place at La Poste.

Act No. 2010-123 of 9 February 2010 (Article 12) provides for its possibility under the conditions provided for by decree of the Council of State, but its implementation remains subject to the intervention of a decree (provision of Article L. 3321-1, 2nd paragraph of the French Labour Code).

The subsidiaries are required to operate profit-sharing programmes.

Summary table on compensation

	2020	2019	2018
Gross average annual compensation ^(a)	€32,545	€31,839	€31,464
Change y/y-1	+2.2%	+1.2%	+1.9%
Annual employee incentive pay based on annual earnings (La Poste SA)	-	€125.47m	€96.2m
Number of employees with a group savings plan (PEG) and/or a collective retirement savings plan (PERCOL) $^{(b)}$	174,934	160,405	150,349
Net contribution paid by the Company	€34.0m	€29.4m	€28.5m
Percentage of socially responsible investments in the PEG and PERCOL assets	89.17%	67.67%	46.21%

(a) The indicator is calculated based on the gross fixed compensation paid. The average compensation includes compensation items paid monthly, but does not include variable bonuses. The number of employees taken into account is the average number of employees in FTE for the year.

(b) La Poste and some subsidiaries, such as Mediapost, are members of the group savings plan (PEG) and collective company retirement savings plan (PERCOL). La Banque Postale has its own employee savings schemes (PEG and PERCOL).

Employee shareholding

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 state and by other public sector legal entities, except for the portion that may be held under employee shareholding arrangements.

This provision of law, which grants the option for a specific employee share ownership, has not been used to date: La Poste does not have employee shareholders.

Pension plan

La Poste employees are covered by the ordinary law regime corresponding to their legal status: civil pension scheme for civil servants, general scheme for employees.

Regarding the civil servant employees' pension funding, Act No. 2006-1771 of 30 December 2006 established a full discharge

contribution system for La Poste giving it a full discharge of all liabilities. Under the competitively fair rate principle, the rate of this payment "is calculated in such a way as to equalise the levels of wage-related Social Security and tax charges between La Poste and other companies under ordinary Social Security arrangements, applying this principle to risks common to private-law employees and civil servants".

Supplementary Social Security cover

An obligatory group supplementary contingency and healthcare cost payment plan has been in place for private-law employees since 2006 *via* an agreement dated 19 May 2006. A system of contributions for the entire plan offers solidarity to families and the lowest earners.

In the case of civil servants, a healthcare cost repayment scheme has been in operation since 1 January 2012, as part of the opportunity afforded by the Act of 9 February 2010 (Act No. 2010-123 of 9 February 2010 on the La Poste public sector company

and postal business). An agreement was signed on 7 July 2011, establishing a mandatory collective defined-contribution plan governed by ordinary Social Security Act (Article L. 911-1 of the French Social Security Code).

Since 1 January 2020, the mandatory healthcare cost plan reimburses all health equipment, for dental prostheses and optics.

In 2020, 315,000 people covered were able to benefit from mandatory collective health benefits, as employees, civil servants, spouses and eligible children.

Staff from the subsidiaries are covered by plans specific to each company.

BENEFITS IN KIND

The benefits in kind offered to all La Poste SA⁽¹⁾ employees represents a total budget of €196.4 million in 2020 (vs €203.8 million in 2019) and breaks down as follows:

- the catering offering, which includes cafeterias and cafeteria vouchers (average of 93,353 recipients per day and 46.9% of the total budget in 2020);
- help for parents (16.8% of the total budget in 2020). It takes the form of assistance for day care costs, for stays at summer camps and for academic support;
- cultural, leisure, sporting and holiday activities (19.7% of the total budget in 2020);
- mutual aid and solidarity (6% of the total budget in 2020), consisting of aid to assisting employees, disabled employees,

employees with financial difficulties, families of disabled children, seriously ill employees, victims of addiction, blood donors, first-aiders;

 economic activities and support for daily life (4.5% of the total budget in 2020).

La Poste has also developed individual welfare initiatives under its Company policy, including holiday vouchers (33,030 requests in 2020), study grants, and pre-paid service cheques (CESUs). La Poste has a support package for employees who are family caregivers. It publishes a guide for caregivers and provides a dedicated telephone line to give them more personalised support and advice.

Breakdown of spending on benefits in kind

(in € million)	2020	In %	2019
Catering and economic segment	92.1	46.9	94.3
Of which cafeteria vouchers	43.4	22.1	43.0
Economic activities and daily life	8.7	4.4	7.5
Cultural and leisure activities	38.7	16.8	35.3
Child and youth assistance	33.1	6.0	40.5
Mutual aid and social solidarity	11.7	19.7	14.1
Management and structural costs	12.1	6.2	12.1
TOTAL	196.4		203.8

The benefits in kind are managed by the Advisory and Social Activities Management Council (*Conseil d'orientation et de gestion des activités sociales* – COGAS), which has 24 members comprising company representatives (eight), unions (eight) and national non-profit organisations (eight, with two representatives for each of the four sectors covered). It is chaired by Le Groupe La Poste's Head of Human Resources. For the preparation of its decisions, COGAS relies on the work of the National Benefits in Kind Department, which is also present in nine establishments in the region.

Housing for employees

The policy on housing for employees is an important element in Le Groupe La Poste's social policy. La Poste is the main contributor to employer participation in the construction effort – PEEC (Action Logement Services). It implements an active policy under successive agreements negotiated and signed with all trade unions. This policy is based on the range of services offered by Action Logement and a historic stock of over 16,500 social housing units,

⁽¹⁾ In 2013, a process began making all of the benefits in kind and social activities that were primarily reserved for permanent staff available also to temporary contract employees with more than three months' service.

approximately 40% of which are occupied by La Poste employees, both active and retired, and managed by the Poste Habitat group. In addition to the compulsory payment of the PEEC, La Poste maintains a voluntary financial investment resulting from housing agreements.

The housing offers (temporary housing, social rental, access to intermediate housing, home ownership) and the related services (advice, guarantees, home loans, work loans, financial assistance), as well as new support offers for works adaptation and thermal renovation, enable La Poste to offer solutions adapted to the needs of employees at each stage of their residential career, their professional development or their personal life. In 2020, this policy helped more than 9,374 La Poste employees, of which 1,442 received help in accessing social rental housing. Overall, these results are down compared to those of 2019, especially for

employees' access to social housing. This decrease is due to the effects of the health crisis on the volume of rental offers from social housing associations and to operational difficulties encountered by the ALS collector.

In addition, La Poste and Caisse des Dépots have signed a partnership to offer La Poste employees intermediate housing. This housing offered by CDC Habitat completes the housing offer of low-rent social housing associations.

A fifth unanimous agreement on La Poste's social housing policy was signed for the 2020-2022 period. It perpetuates the assistance already in place and highlights new offers to support employees according to their situation (thermal improvement and renovation work, adaptation of housing to PRM standards, modification of the family structure, etc.).

6.4 Improving health, safety and quality of life at work

La Poste and its management are committed to actively addressing employee concerns about health, safety and quality of life at work (QLW). These dimensions of the social component of the strategic plan are guarantees for the state of health, the working life of people and their ability to hold a job and develop. They also determine their ability to carry out their activity in a suitable and motivating work environment. QLW is an ongoing requirement in each project and in each method of organisation, in order to ensure a quality work environment (organisation, content, purpose and working conditions), the quality of working relations within work groups and management, and the quality of individual support and health and safety at work.

QUALITY OF LIFE AT WORK INITIATIVES

A range of decisive measures have been taken over the years:

- the deployment of over 750 local HR managers;
- the strengthening of prevention actions;
- the development of teleworking: at the end of 2020, 6,403 La Poste employees benefitted from the teleworking system; during the lockdown period during the health crisis, teleworking was organised for 40,000 employees;
- a part-time arrangement for older employees and a special end-of-career benefit "Allocation spéciale de fin de carrière" - (ASFC) intended primarily for civil servants benefitting from active service;
- additional rest days being granted to older employees working in physically demanding positions.

In addition, in 2020, the deployment of work-discussion encounters continued in the operational entities and in the support functions, with the aim of facilitating discussion between the team and its supervisor on the difficulties encountered in daily work and the solutions to be provided (2,000 managers trained).

La Poste has implemented the right to disconnect. While taking into consideration the structure of the Company, which operates 24 hours a day, this right is organised on the basis of a reference

disconnection time determined for each employee and new ways of using communications in the workplace, with a blanket disconnection window across all employee work stations. This right to disconnect was reminded to employees who teleworked during the health crisis in order to maintain a balance between personal and professional life.

An agreement was signed in 2018 providing for the implementation of measures in favour of caregiver La Poste employees, including the possibility of donating days to a "carers solidarity fund", which is provided by La Poste for up to 1,000 days. Employee caregivers are also allocated three days of special leave to accompany those requiring assistance to administrative and medical appointments. They are also offered flexible working arrangements and support with their professional development if they are in need of geographic mobility.

Lastly, the efforts at mediation of life at work recorded encouraging results: 88% of agreements settled out of court thanks to workplace mediation in 2020 (an increase of 11% compared to 2019). In addition to individual mediations, La Poste has developed collective mediations that enable stakeholders to find a calm and productive working environment. In 2020, a certification process was initiated by a recognised external body for all of La Poste's mediators.

CHANGE MANAGEMENT METHOD

La Poste's change management method supports major projects that change the work organisation.

This method is applied from project launch through to postcompletion assessment and includes a certain number of steps to ensure that the meaning of the project is properly shared and discussed, and that continuous information on the project's advancement is provided to employees. The method also involves an impact study during which the Company listens to individual employees about their working conditions and work/life balance.

INITIATIVES TO PREVENT OCCUPATIONAL RISK AND ACCIDENTS AT WORK

Preventing accidents at work and musculoskeletal disorders

With regards to preventing accidents at work and musculoskeletal disorders, La Poste has taken action at several levels:

- introduction of work equipment to reduce risks: for example, gradual replacement of two-wheeled motorcycles with new three-wheeled Stabys to reduce driving risks, obligatory helmet use while riding a bicycle, roll-out of warehouse assistance tools in the industrial platforms and other equipment adapted for post offices, etc.;
- training modules: training managers and staff in reducing handling risks and bad posture at work, and preventing discourteous behaviour and external aggression; training programmes on prevention for the prevention division, site managers and chairmen of Health, Safety and Working Conditions Committees (CHSCT);
- continued efforts to certify all employees who drive as part of their job;
- prevention equipment and measures for service-sector workstations (correct actions to be taken to limit screen fatigue).

Prevention of psychosocial risks and incivility management

La Poste has implemented several psychosocial risk prevention programmes:

 a strengthened psychosocial risk prevention approach, developed jointly with the French National Agency for the Improvement of Working Conditions (Agence nationale pour l'amélioration des conditions de travail – ANACT) in 2019, continued to be implemented in all entities in 2020;

- training sessions on management fundamentals and the assessment and prevention of high-risk situations within facilities;
- support for people who are absent from the Company for a long period of time, which also aims to facilitate their return to work;
- a system to prevent and handle situations involving psychological and sexual harassment;
- a telephone-based listening and psychological support system accessible to all employees 24 hours a day and another phone number specifically intended for HR managers and HR employees;
- specific support and prevention advice were put in place for people working from home during the health crisis.

As regards customer reception and incivility management, the POLI plan involves a set of initiatives to reduce the amount of rude and aggressive behaviour to which employees are subjected in the course of their work at the most severely affected post offices:

- Group training and prevention actions to manage incivil behaviour;
- customer reception initiatives creation of customer reception manager positions;
- support for employees who have encountered incivil behaviour, with incidents being reported to the police by the Company.

Medical monitoring

La Poste has its own healthcare services to monitor the occupational health of employees and a support service for employees who are experiencing difficulties in their professional and/or personal life. At the end of 2020, it had 111 occupational health doctors, 137 occupational nurses, 106 occupational healthcare assistants and a network of 245 social assistants.

Results

	2020	2019
Number of days of absence due to accidents at work or commuting accidents		
or occupational illness ^(a)	796,413	800,632
Accidents at work with time off:		
Frequency rate ^(b)	19.91	24.93
Severity rate ^(c)	1.52	1.51

(a) Includes the La Poste parent company and the Group's subsidiaries in France, but not subsidiaries located abroad. This indicator is calculated based on the number of individuals employed (excluding temporary contracts). The days of absence are counted in calendar days.

(b) For the La Poste parent company and Group subsidiaries in France, excluding foreign subsidiaries: civil servants, permanent contracts, fixed-term contracts. Number of accidents at work with time off (excluding commuting) per million hours worked. The hours worked are calculated on the basis of the average workforce multiplied by the number of hours worked *per annum*. Starting in 2017, a new method has been used to calculate the frequency rate, with calculation at 31 December, one month of consolidation and the inclusion of all contracts (excluding interns).

(c) For the La Poste parent company and Group subsidiaries in France, excluding foreign subsidiaries: civil servants, permanent contracts, fixed-term contracts. Number of days off due to accidents at work (excluding commuting) per thousand hours worked. The days lost for accidents at work are counted in calendar days. "The number of accidents at work with time off as well as the number of days off due to accidents were taken from the HR management systems on 31 December."

6.5 Ensuring respect for human rights and fundamental freedoms

Most of the Group's operations take place in countries with democratic institutions and which have the resources necessary to enforce compliance with human rights and with the International Labour Organisation's (ILO) basic principles. La Poste and its French subsidiaries are governed by French labour law, which protects human rights in accordance with the ILO's Fundamental Conventions.

In keeping with its participation in the United Nations Global Compact, Le Groupe La Poste introduced policies to promote human rights and fundamental freedoms of its employees a number of years ago. It is committed to strengthening these policies. Since 2003, the Group has renewed its signature of the United Nations Global Compact every year, in which it commits to respect freedom of association and recognise the right to collective bargaining, help to eliminate all forms of forced and compulsory labour, work towards the effective abolition of child labour, and work to eliminate discrimination in respect of employment and occupation. La Poste places major importance on negotiating with its social partners on the implementation of these policies. It signed new agreements in 2019 on contingency, gender equality in the workplace and disability, providing its employees with additional guarantees and rights.

Further, the duty of due vigilance has resulted in measures to prevent, within the Group and in its contractual relations with suppliers and tier 1 subcontractors, any risk of serious human rights and fundamental freedoms violations and to improve accident prevention and health and safety at work.

Finally, the Group's international activities included the signature in 2017 by GeoPost of an agreement with UNI Global Union confirming its commitment to upholding human rights and the rights of employee representatives, in accordance with the ILO conventions.

DIVERSITY AND EQUAL OPPORTUNITY

La Poste conducts an active policy to promote diversity and equal opportunities. This policy is confirmed at the highest level of the Company and is implemented *via* a network of diversity officers in the regional structures.

As a signatory of the Charter for Diversity since 2006, the Group has a Code of Ethics and Internal Rules of Procedure, which detail the commitments towards preventing discrimination. In December 2018, it signed the *Autre Cercle* Charter, which aims to tackle all discrimination linked to sexual orientation and gender identity issues. In December 2019, the French National Organisation for Standardisation (*Association française de normalisation* – AFNOR) awarded the Services-Mail-Parcels business unit its Diversity label for a period of four years, in recognition of the business unit's active policy in favour of equal opportunities and the fight against discrimination.

In 2010, La Poste introduced a Recruitment Charter, in which it makes a commitment to equal opportunities, considering all applications and showing objectivity and respect in the recruitment process. It uses several methods to promote diversity in its recruitment processes (recruiting in urban priority neighbourhoods, vocational training contracts, apprenticeship contracts and simulation-based recruitment).

Employment and integration of disabled people or people unfit for work

La Poste strives to employ disabled or unfit for work workers and ensure their professional development, providing support via a national network of disability officers. Through the seventh agreement in favour of the employment of disabled people signed for the 2019-2022 period, La Poste has earmarked €23 million for the disability policy and committed to recruiting 650 people (including 260 on permanent contracts) over a four-year period. This agreement also provides that:

- over 60% of the agreement budget will be set aside for measures to keep all disabled employees in employment, reflecting the high priority of this target at La Poste;
- a tailored welcome plan for each new position taken up and obligatory training for managers who have a disabled person on their team to improve inclusion;
- improved professional development and career paths for disabled people.

La Poste is the leading employer of disabled people in France. At the end of 2020, it has 11,327 employees with a recognised disability.

La Poste organises a range of disability and antidiscrimination events to raise employee awareness. During the Week for the Employment of Disabled People (SEPH) in 2020, a campaign to prevent chronic diseases and cancer was launched and will be rolled out until March 2021 in all establishments.

Gender equality

La Poste signed a fourth agreement on workplace equality on 25 July 2019, which sets out new commitments for the 2019-2022 period. It aims to ensure the same career development opportunities for women and men, thanks to a higher proportion of female senior executives, Executive Directors and Strategic Directors, improved gender balance in all business lines, tackling sexism and violence and equal rights irrespective of sexual orientation and gender identity.

A gender equality network, the UN.E network, was created to advance and promote gender equality at all levels of the Company.

La Poste is committed to the "#StOpEau sexisme ordinaire en entreprise" initiative. This initiative, launched in December 2018, aims to combat sexism in companies. 115 companies have joined this movement.

La Poste has relayed the Ministry for Gender Equality, Diversity and Social Affairs campaign to its employees in its post offices to combat violence against women and to promote equal opportunities. This campaign reminds people of the emergency numbers to contact in the event of being a victim or witness of violence.

Additionally, La Poste is also a signatory of:

- the United Nations Global Compact and the CEO commitment for gender equality across the world;
- the Parenthood Charter;
- a framework agreement to increase female participation in governance bodies, which was signed in April 2013 with 16 other large groups and the Minister of Women's Rights.

Its active gender equality policy meant that, in 2020, 52.5% of La Poste's employees were women, 51.5% of its management positions were filled by women and 39.1% of its strategic and senior executives were women.

	2020	2019	2018
Proportion of women on the			
Management Committee ^(a)	32.5%	31.4%	30.4%

(a) The members of the Management Committee hold strategic positions within La Poste and its French subsidiaries, as defined by the Group's Executive Committee.

	2020	2019	2018
Gender pay gap ^(a)	-4.2%	-4.3%	-5.2%

(a) For the La Poste parent company and the Group's subsidiaries in France, excluding subsidiaries abroad.

La Poste is working to ensure equal compensation for men and women doing the same job or work of equal value. In 2020, thanks to the measures taken to promote equal pay for several years, the pay gap remains residual, with 0.2% difference to the disadvantage of female employees, and La Poste achieved a result of 94/100 on the gender equality index.

Promoting diversity

Age and intergenerational management

La Poste has implemented an action plan for age management in order to encourage the integration, employability and development of both younger and older employees' skills. In 2020, 10.42% of all new hires on permanent contracts were aged 45 and over, in line with the new agreement on the integration of young people and the employment of elderly signed on 2019 which renewed the measures of the previous agreement for 2020. This agreement involves paying special attention to intergenerational communication and aims to constantly improve the incorporation of young people into the Company, recruit older employees and keep them in work and transfer knowledge and skills.

Commitment to disadvantaged areas

As it operates throughout France, in 2008 La Poste signed the national commitment to youth employment in disadvantaged areas. It has made a commitment to include young people from disadvantaged areas in the workplace, *via* a dynamic recruitment policy and a range of partnerships:

- with the Nos quartiers ont du talent (our neighbourhoods have talent) non-profit organisation for workplace inclusion of young graduates from urban priority neighbourhoods and underprivileged social backgrounds. This cooperation involves employees volunteering to mentor young people to help them into employment as well as meetings between young graduates and Company managers;
- with Second chance schools (Écoles de la deuxième chance E2C) to integrate young people between the ages of 18 and 25 who left school without a diploma. Employees have the opportunity to be a mentor and support these young people in mastering basic knowledge and then preparing them for work through short-term internships within the Company;
- a pilot scheme which started up in 2016 with young people from voluntary military service, from the Ministry of Defence, to offer vocational training in delivery and training leading to certification for young people with few or no qualifications, in the Paris region.

STAFF REPRESENTATION

Status of staff

Having both civil servant employees and private-law employees, La Poste tries to apply the same or at least comparable HR rules to both groups. This policy is essential as each part of the Company has civil servant employees and private-law employees at the same workstations.

The Group has hired its new employees under private sector status since 2002. The number of employees governed by public sector legislation has been in steady decline and represented 24.3% of the Group's entire headcount at the end of 2020 (27.1% in 2019).

According to Article 29 of the Act of 2 July 1990, La Poste's civil servant employees are governed by specific regulations pursuant to Act No. 83–634 of 13 July 1983 on the rights and obligations of civil servants and to Act No. 84–16 of 11 January 1984 on legal provisions relating to the French public sector.

According to Article 31 of the Act of 2 July 1990, contractual staff is subject to collective agreements.

Act No. 2010-123 of 9 February 2010, relating to La Poste as a public sector company and to postal business, did not affect the preexisting provisions on the status of staff.

Social dialogue and staff representation

Institutions representing staff at La Poste

La Poste's institutions representing staff (Institutions représentatives du personnel – IRP) are mostly governed by public sector legislation, with the exception of the Health, Safety and Working Conditions Committees (Comités d'hygiène, de sécurité et des conditions de travail – CHSCT) which were established on 15 November 2011 and which are largely subject to the rules set forth in the French Labour Code.

The nature of the Company's staff representation institutions have not changed, despite La Poste's change of legal status from a public industrial and commercial establishment to a public limited company in 2010, and the orders of 22 September 2017 concerning the merger of bodies and union representatives. Because several personnel categories (civil servants, public contract staff and employees) coexist alongside one another (the rules governing this arrangement are set forth in the 1990 Act), consistent representation and social dialogue rules need to be ensured across the Company.

The Act of 6 August 2019 on the transformation of the civil service confirmed that the specific IRP arrangements in place at La Poste would continue until the following renewal of the current terms of office, stipulating that, until January 2023:

- the provisions relating to the Social and Economic Committee (CSE) do not apply to La Poste;
- all IRPs, including CHSCTs, are maintained.

In the meantime, La Poste will start working to define its new post-2023 IRPs, in partnership with the trade unions.

Individual representation

The individual representation bodies include Joint Administration Committees (*Commissions administratives paritaires* – CAP) for civil servant employees and Joint Advisory Committees (*Commissions consultatives paritaires* – CCP) for private-law employees. These CAP and CCP exist at the national and local levels.

Within these Joint Committees, elected officials are called upon to advise on employees' individual circumstances relating in particular to mobility, assessment, disciplinary matters, promotion, etc.

Collective representation

The collective representation bodies for employees include:

Technical Committees (TC)

The staff representatives within the Technical Committees (TC) review issues such as the organisation and functioning of services, statutory regulations, workforce and skills management, training, skills development and professional qualifications, professional equality, gender equality and combating discrimination. There is a National Technical Committee (Comité technique national – CTN) which reviews national issues and projects. This Committee has dedicated expertise, such as information on the social report, but there are also Local Technical Committees (Comités techniques *locaux* – CTL) at each Operational Deconcentration Level (*Niveau* opérationnel de déconcentration – NOD) responsible for topics pertaining specifically to that NOD. The direct election of staff representatives to TCs since 2011 confirms the legitimacy and the role of the elected representatives within a context of ongoing and increasingly intense social dialogue and improving labour relations at La Poste.

In accordance with the Decree of 25 February 2016, the Technical Committees currently exercise social control over the occupational health services at La Poste (initially entrusted to NOD CHSCTs).

CHSCTs

The CHSCTs were introduced at La Poste in November 2011 in facilities with 100 employees or more, in accordance with Article 31-3 of Act No. 90-568 of 2 July 1990 and Decree No. 2011-619 of 31 May 2011 regarding health and safety at work at La Poste (this legislation applies to all La Poste employees, regardless of whether they are civil servant employees, public contract employees or private-law employees).

The appointment of staff representatives to the CHSCT is based on the representative nature of the last Local Technical Committees elections.

Social dialogue bodies

In addition to the bodies described above, La Poste has several forums for information, consultation and negotiation:

- the La Poste Social Dialogue Committees (Commissions de dialogue social de La Poste CDSP), which are composed of representatives of trade unions at the national or local level (business unit and operational deconcentration level). These are bodies in which Management shares information and/or initiates consultation on various projects and matters and where collective agreements are negotiated and signed;
- the Group Strategic Social Dialogue Committee (Comité de dialogue social stratégique Groupe – CDSG), created by the agreement of 21 June 2017, which covers La Poste and all of the Group's subsidiaries having their registered office in France. This new body aims to provide trade unions with better information on the Group's economic, social and financial situation and strategy.

Workplace elections

The most recent workplace elections were held in December 2018 to elect members of the Technical Committees (TCs), Joint Administration Committees (CAPs) and Joint Advisory Committees (CCPs), at national and local level. The new terms of office began on 1 February 2019 for a four-year period. The participation rate in these elections was 73.04%; a remarkably high rate which places La Poste higher than all other French public sector bodies and reflects the employees' shared commitment to workplace democracy.

Results of workplace elections

Trade union	2018 professional elections	Seats on the 2019 National Technical Committee
CGT	24.80%	4
CFDT	24.76%	3
SUD	18.84%	3
FO	18.48%	3
CFTC	0.000/	1
CGC	6.68%	1
UNSA	4.84%	1
CNT	0.75%	Not representative
SDP	0.85%	Not representative

Election to the Board of Directors

From 7 to 10 December 2020, over 220,000 La Poste employees were asked to elect, by electronic voting, the seven employee representatives on the Board of Directors.

The seven directors representing staff, elected for five years, sit alongside the other 14 directors: 13 appointed by the General Meeting of La Poste's shareholders and one representative of the French state appointed by decree. In addition, three non-

voting members appointed by decree, two representatives of the municipalities and their associations and one representative of users, will participate in the meetings of the Board of Directors.

It defines La Poste's general policy and the Group's strategic, economic, financial and technological guidelines, and oversees their implementation.

The participation rate in this election was 50.93%.

CFDT obtained 25.08% of the votes, CGT 23.96%, FO 19.29%, SUD 18.25% and CFTC/CFE-CGC 13.42%.

The distribution of seats is as follows:

- CFDT: two seats, of which one for managerial staff;
- CGT: two seats;
- FO: one seat;
- SUD: one seat;
- CFTC/CFE-CGC: one seat.

Exercise of the right to strike

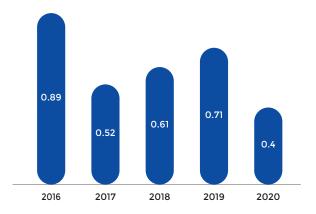
Number of days lost due to strikes

	2020	2019	2018
Number of days lost due to strikes ^{(a), (b)and(c)}	81,406	149,880	132,090

- (a) Number of days lost due to national or local strikes in response to the payroll system (indicator restricted to unpaid strike days).
- (b) The number of strikes increased in both 2018 and 2019 due to nationwide protest movements, in particular against the pension reform bill.
- (c) Includes the La Poste parent company and the Group's subsidiaries in France, but not subsidiaries located abroad.

Number of days lost due to strikes per staff member

at La Poste (national and local strikes)



6.6 Social appendix

PROFILE

GRI	Indicator	Scope	Unit	2018	2019	2020
102-8	Proportion of workforce in France	LGLP	% of workforce (average full time equivalent)	85.24	84.5	81.4
102-8	Relative weighting of international workforce	LGLP	% of workforce (average full time equivalent)	14.8	15.5	18.6
102-8	in other European countries	LGLP	% of workforce(average full time equivalent)	12.4	12.9	15.3
102-8	in other countries	LGLP	% of workforce (average full time equivalent)	2.33	2.7	3.3
102-8	Number of employees	La Poste	Average in full-time equivalents	186,184	182,183	169,585
102-8		LGLP	Average in full-time equivalents	251,219	249,304	248,906
102-8			Total individual staff members as at 31 December	243,279	234,554	264,386
102-8	Workforce outside of France	LGLP	In full-time equivalents	37,094	38,663	46,378
102-8	Group workforce in France	LGLP	Individuals	243,379	234,554	226,264
		La Poste	Individuals	211,603	202,736	189,690
		LBP	Individuals	5,039	5,355	8,264
		Mediapost	Individuals	11,091	10,439	10,120
		Docaposte	Individuals	4,660	4,577	5,742
		Viapost	Individuals	2,580	2,520	2,134
		La Poste Silver	Individuals	1,104	1,073	1,281
		GeoPost	Individuals	6,392	6,901	7,602
		Poste Immo	Individuals	579	538	530
		La Poste New Services	Individuals	176	214	568
		Other	Individuals	155	201	333
102-8	Employees on fixed-term contracts	LGLP	Individuals (France)	20,607	17,723	13,278
102-8	Women	LGLP	% of total workforce (France)	51	51	50.9
102-8	Men	LGLP	% of total workforce (France)	49	49	49.1
102-8	Change in workforce	La Poste	%	-3	-2.1	-6.9
		LGLP	%	-0.8	-0.8	-0.16



GRI	Indicator	Scope	Unit	2018	2019	2020
102-8	Breakdown of the Group's workforce by divisions	Services- Mail-Parcels	% of workforce (average full time equivalent)	52.7	52.8	49.3
		La Poste Network	% of workforce (average full time equivalent)	19	18.6	17.7
		GeoPost	% of workforce(average full time equivalent)	16.5	17.1	19.3
		La Banque Postale	% of workforce (average full time equivalent)	6.9	6.8	8.6
		LGLP	% of workforce (average full time equivalent)	2.2	2.6	2.5
		Poste Immo	% of workforce (average full time equivalent)	0.4	0.4	0.3
		Digital Services	% of workforce (average full time equivalent)	2.2	2.2	2.6
102-8	Breakdown of permanent headcount by age (Group in France, individuals)	Under 25 years of age	Number	5,445	5,597	7,360
		25-29 years	Number	12,294	12,142	15,582
		30-39 years	Number	42,393	41,145	49,122
		40-49 years	Number	60,626	58,943	67,204
		50-54 years	Number	37,082	34,620	38,160
		55-59 years	Number	46,192	45,237	45,618
		60 years of age or more	Number	18,707	19,147	21,503
102-8	New hires	LGLP	Number	16,323	15,073	11,167
102-8	Employees hired on permanent contracts	LGLP(France)	Number	16,323	15,073	11,167
102-8	Employees hired on permanent contracts who were previously been on a temporary contract	La Poste	Number	3,061	3,268	1,359
102-8	Women hired on permanent contracts	La Poste	%	46.2	49.78	49.07
102-8	Employees aged 45 or over hired on permanent contracts	La Poste	%	9.6	9.5	10.41
102-8	Young people hired under an apprenticeship or work-and-training contract	La Poste	Number	4,902	4,739	4,541
	Young people hired under an apprenticeship or work-and-training contract	LGLP(France)	Number	5,831	5,553	5,891
	Percentage of employees on permanent contracts			92.8	92.4	94.4
102-8	Percentage of part-time employees	LGLP(France)	In the workforce at 31 Dec. (excl. individuals on fixed-term contracts)	11.96	11.61	11.31
102-8	Percentage of workforce working night shifts	LGLP(France)	In the workforce at 31 Dec. (excl. individuals on fixed-term contracts)	2.47	2.67	2.74
102-8	Postmen-counter clerks	La Poste	Number	922	985	1,077

WORKING CONDITIONS

GRI	Indicator	Scope	Unit	2018	2019	2020
401-1	Employee turnover rate	La Poste	%	5.2	5.3	4.3
401-2	Employees with an employee savings plan (PEG or PERCO)	LGLP(France)	Number	150,349	160,405	167,747
401-2	Employees with an employee savings plan (PEG or PERCO)	LGLP(France)	Number	142,620	152,994	163,168
401-2	Total amount of Group PEG and PERCO plans	La Poste	Million euros	763	763	951
401-2	Total amount of Group PEG and PERCO plans	Subsidiaries	Million euros	32	31.5	39
401-2	Employees with a Group employee savings plan (PEG or PERCO)	La Poste	Number	130,519	141,814	152,738
401-2	Employees with a Group employee savings plan (PEG or PERCO)	Subsidiaries	Number	12,101	11,180	10,440
401-2	Net contribution paid by the Company	LGLP(France)	Million euros	23	23.5	34
401-2	Proportion of employee savings invested in socially responsible investments	LGLP(France)	%	46.21	67.67	89.17
401-2	Breakdown of spending on benefits in kind	LGLP	Million euros	204.1	203.8	196.5
401-2	Catering and economic segment	LGLP	Million euros	95.8	94.3	100.8
401-2			%	49.4	46.2	51.3
401-2	Sporting and cultural activities	LGLP	Million euros	37.3	35.3	38.7
401-2			%	18.3	17.3	19.7
401-2	Child and youth assistance	LGLP	Million euros	41.1	40.5	33
401-2			%	20.1	19.9	16.8
401-2	Mutual aid and social solidarity	LGLP	Million euros	12.7	14.1	11.7
401-2			%	6.2	6.9	6
403-4	Employees represented in joint management worker CHSCT	LGLP	%	100	100	100
403-9; 403-10	Days of absence due to workplace or commuting accidents or occupational illness	LGLP (France)	Number of calendar days	783,949	800,632	796,413
403-9	Work accident frequency rate	LGLP(France)	Number of accidents with lost time per million hours worked	25.05	24.93	19.91
403-9	Accident severity rate	LGLP(France)	Number of days off due to a work accident per thousands of hours worked	1.47	1.51	1.52
403-10	Sickness absenteeism rate	LGLP(France)	%	6.59	6.76	8
403-10	Days of absence for health reasons	LGLP(France)	Number of calendar days	5,371,912	5,402,904	5,525,170
403-3	Occupational physicians	La Poste	Number	128	119	127
403-3	Occupational health nurses	La Poste	Number	149	149	141
403-3	Social assistants	La Poste	Number	285	283	253

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GRI	Indicator	Scope	Unit	2018	2019	2020
403-3	Employees assigned to the medical secretariat	La Poste	Number	109	107	114
	Teleworking employees	La Poste	Number (figures are rounded off)	2,236	4,349	6,301
405-1	People with disabilities hired	La Poste	Number	149	145	(1)
405-1	People with disabilities hired under permanent contracts	La Poste	Number	68	58	(1)
405-1	Beneficiaries of the disabled employment obligation	La Poste	Rate	6.75	7	(1)
405-1	Percentage of these beneficiaries	La Banque Postale	%	2.94	3	(1)
405-1	Employees with an officially recognised disability	La Poste	Number	14,000	14,000	11,327
	Overtime hours	LGLP(France)	Number	3,642,525	3,660,667	3,200,557

(1) Data not available at the date of publication of this document.

TRAINING AND PROFESSIONAL DEVELOPMENT

GRI	Indicator	Scope	Unit	2018	2019	2020
404-1	Training expenditure	La Poste	% of payroll	4.19	3.8	3.9
404-1	Employees who attended at least one training session	LGLP(France)	Number	156,845	160,458	151,960
404-1	Employees who attended at least one training session during the year	La Poste	%	80	80	79.7
404-1	Training hours	LGLP(France)	Number	4,904,426	4,881,436	3,664,630
404-1	Training hours per person trained	La Poste	Number	29	27	24.45
404-1	Days of training	LGLP(France)	Number	700,632	697,347	523,518
404-2	Managers trained in their HR role	La Poste	Number	591	177	Indicator is no longer monitored
404-2	Employees who transferred to work in civil service	La Poste	Number	225	202	225
404-2	Employees who set up or purchased their own business	La Poste	Number	182	143	150
404-2	Employees who found jobs in the SSE	La Poste	Number	119	167	121
404-2	Employees beginning a qualification earning pathway	La Poste	Number	9,000	5,600	2,713
404-3	Employees promoted	La Poste	Number	15,541	17,595	18,329
404-3		LGLP(France)	Number	17,791	19,934	20,655
404-3	Promotion rate	LGLP	%	8	9.5	10.33
404-2	Professional development advisers	La Poste	Number	270	270	200
405-1	Female senior executives	LGLP	%	32.1	32.3	32.5
405-1	Women Executive Committee members	LGLP	%	20	30	31
405-1	Rate of female promotions	La Poste	%	54	50	50
405-2	Ratio of basic salary and compensation of women to men	LGLP(France)	%	-5.2	-4.3	-4.2

HUMAN RIGHTS

GRI	Indicator	Scope	Unit	2018	2019	2020
406-1	Referrals handled by workplace mediator	LGLP	Number	250	270	300

SOCIAL DIALOGUE

GRI	Indicator	Scope	Unit	2018	2019	2020
102-41	Participation rate in employee representative elections ⁽¹⁾	LGLP	%	73.04		
102-41	Number of national agreements signed	LGLP(France)	Number	122	159	126
	Number of days lost due to strikes ⁽²⁾	LGLP(France)	Number	132,090	149,880	81,127
	Number of days lost due to strikes per staff member at La Poste (national and local strikes)	LGLP(France)	Number	0.61	0.71	0.4

(1) Workplace elections take place every four years. The latest ones were held in 2018.

(2) Number of days lost due to national or local strikes in response to the payroll system (indicator restricted to unpaid strike days).

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7.1	GRI referencing table	182
7.2	Methodological note and ITP opinion	193
7.3	Glossary	199

7.1 GRI referencing table

Le Groupe La Poste follows the GRI Sustainability Reporting Standards and applies the GRI reporting principles. The reporting has been prepared in accordance with the GRI Standards: core option. KPMG checked the information as an independent third party. The report by one of the Statutory Auditors on the consolidated statement of non-financial performance in the management report is available in Le Groupe La Poste's Universal registration document (URD), that can be downloaded on the Group website (page 551 to 553) and presented in Note 7.2.

	Category	Standard	Subject	Published in this 2020 CSR report	Pages	Additional information/omission
GENERAL STANDAR	RD DISCLOSURES					
	Organisational profile	102-1	Name of the organisation	Cover page of the 2020 CSR report	8	
standard disclosures		102-2	Activities, brands, products and services	1.1. A transforming Group	6-7	URD Section 1 (page 8 to 91)
		102-3	Location of headquarters	1.1. A transforming Group	8	URD Section 5 (page 286)
		102-4	Location of operations	1.1. A transforming Group	16	URD Section 1 (page 9, 22, 23) URD Section 5 - Note 44 (page 436 to 451)
		102-5	Ownership and legal form	1.1. A transforming Group	8	URD Section 5 (page 286)
		102-6	Markets served	1.1. A transforming Group	6-7	URD Section 1 (page 8 to 91)
		102-7	Scale of the organisation	1.1. A transforming Group	8	URD Section 1 (page 22-23)
		102-8	Information on employees and other workers	6. Social policy, a lever for the Group's transformation	158	URD Section 3 (page 141 to 156)
		102-9	Supply chain	2.2. Extensive dialogue with stakeholders	41-42	URD Section 1 (page 22-23) URD Section 3.3.4 (page 173-174) URD Appendix 1 (page 532 to 545)
		102-10	Significant changes in the organisation and its supply chain	1.1. A transforming Group 1.2. Strategic plan	6-17	URD Section 1 (page 22-23) URD Section 3.3.4 (page 173-174) URD Appendix 1 (page 532 to 545)
		102-11	Precautionary Principle or approach	1.7. Business ethics and compliance 5.2.3. Task Force on Climate- related Financial Disclosures	26-30 120-122	URD Section 2 (page 102 to 115) URD Section 3.4 (page 175 to 178)

Category	Standard	Subject	Published in this 2020 CSR report	Pages	Additional information/omission
	102-12	External initiatives	Chairman's statement 2.5. Interest representation and participation in industry debate	3 56-60	URD Section 5 (page 135) URD Appendix 1 (page 532 to 545)
	102-13	Membership of associations	2.5. Interest representation and participation in industry debate	56-60	
Strategy	102-14	Statement from senior decision-marker	Chairman's statement	2-3	URD(page 2-3)
	102-15	Key impacts, risks, and opportunities	2. CSR policy	35-56	URD Section 2 (page 102 to 122) URD Section 3 (page 134-179)
Ethics and integrity	102-16	Values, principles, standards, and norms of behavior	1.7. Business ethics and compliance	26-32	URD Section 3.4 (page 175 to 178)
	102-17	Mechanisms for advice and concerns about ethics	1.7. Business ethics and compliance	26-32	URD Section 3.4 (page 175 to 178)
Governance	102-18	Governance structure	1.6. Governance	22-25	URD Section 4 (page 181 to 227)
	102-19	Delegating authority	1.6. Governance	22-25	URD Section 4 (page 181 to 227)
	102-20	Executive-level responsibility for economic, environmental, and social topics	1.6. Governance 2.3. A strengthened organisation	22-25 46-48	URD Section 3.1 (page 134 to 140)
	102-21	Consulting stakeholders on economic, environmental, and social topics	2.2. Extensive dialogue with stakeholders	41-45	URD Section 3.1 (page 134 to 140)
	102-22	Composition of the highest governance body and its committees	1.6. Governance	22-23	URD Section 4 (page 182 to 216)
	102-23	Chair of the highest governance body	1.6. Governance	22-23	URD Section 4 (page 182 to 216)
	102-24	Nominating and selecting the highest governance body			URD Section 4 (page 221 to 222)
	102-25	Conflicts of interest			URD Section 4.1.3 (page 217)
	102-26	Role of the highest governance body in setting purpose, values and strategy			URD Section 6.4 (page 526 to 528)
	102-27	Collective knowledge of highest governance body			URD Section 4 (page 181 to 228)



Category	Standard	Subject	Published in this 2020 CSR report	Pages	Additional information/omission
	102-28	Evaluating the highest governance body's performance			URD Section 4 (page 181 to 228)
	102-29	Identifying and managing economic, environmental and social impacts			URD Section 3.1.2 (page 136 to 140) URD Section 4 (page 183)
	102-30	Effectiveness of risk management processes			URD Section 2.3 (page 118 to 131)
	102-31	Review of economic, environmental, and social topics	1.6. Governance 2.3. A strengthened organisation	22-25 46-48	URD Section 3.1.2 (page 136) URD Section 4 (page 183)
	102-32	Highest governance body's role in sustainability reporting	1.6. Governance	22-25	URD Section 4.1 (page 182-183)
	102-33	Communicating critical concerns	2.1. The pillars of societal commitment	38	URD Section 3.1.1 (page 134)
	102-34	Nature and total number of critical concerns	2.1. The pillars of societal commitment	44	URD Section 3.1.1 (page 134)
	102-35	Remuneration policies	1.6. Governance	25	URD Section 4.3 (page 224 to 227)
	102-36	Process for determining remuneration	1.6. Governance	25	URD Section 4.3 (page 224 to 227)
	102-37	Stakeholders' involvement in remuneration			URD Section 4.3 (page 224 to 227)
	102-38	Annual total compensation ratio	1.6. Governance	25	URD Section 4.3 (page 224-226)
	102-39	Percentage increase in annual total compensation ratio	1.6. Governance	25	URD Section 4.3 (page 226)
Stakeholder engagement	102-40	List of stakeholder groups	2.2. Extensive dialogue with stakeholders	41-45	URD Section 3.1.2 (page 137-138)
102-41 102-42 102-43 102-44	102-41	Collective bargaining agreements	6. Employment policy, a lever for the Group's transformation6.1. The framework for a responsible employment policy	158-163	URD Section 3.2 (page 141 to 156)
	ldentifying and selecting stakeholders	2.2. Extensive dialogue with stakeholders	41-45	URD Section 3.1.2 (page 137-138)	
	Approach to stakeholder engagement	2.2. Extensive dialogue with stakeholders	41-45	URD Section 3.1.2 (page 137-138)	
	Key topics and concerns raised	2.2. Extensive dialogue with stakeholders	44	URD Section 3.1.2 (page 138)	

Category	Standard	Subject	Published in this 2020 CSR report	Pages	Additional information/omission
Reporting practice	102-45	Entities included in the consolidated financial statements	1.1. A transforming Group	8	URD Section 5 – note 44 (page 436 to 451)
	102-46	Defining report content and topic Boundaries	2.1. The pillars of societal commitment	38	URD Appendix 2 (page 546 to 553)
	102-47	List of material topics	2.2. Extensive dialogue with stakeholders	44	
	102-48	Restatements of information	7.2. Methodological note and ITP opinion	193-195	URD Appendix 2 (page 546 to 553)
	102-49	Changes in reporting	7.2. Methodological note and ITP opinion	193-195	URD Appendix 2 (page 546 to 553)
	102-50	Reporting period	7.2. Methodological note and ITP opinion	193	URD Appendix 2 (page 546 to 553)
	102-51	Date of most recent report	7.2. Methodological note and ITP opinion	193	URD Appendix 2 (page 546 to 553)
	102-52	Reporting cycle	7.2. Methodological note and ITP opinion	193	URD Appendix 2 (page 546 to 553)
	102-53	Contact point for questions regarding the report	7.2. Methodological note and ITP opinion	195	URD Appendix 2 (page 546 to 553)
1	102-54	Claims of reporting in accordance with the GRI Standards	7.1. GRI referencing table	182	URD Appendix 2 (page 548)
	102-55	GRI content index	7.1. GRI referencing table	182-192	
	102-56	External assurance	7.2. Methodological note and ITP opinion	196-198	URD Appendix 2 (page 551 to 553)

SPECIFIC STANDARD DISCLOSURES

GRI 200 – ECONOMI	C STANDARDS					
GRI 103: Management approach – 2016	Economic performance	103-1	Explanation of the material topic and its Boundary	2.2. Extensive dialogue with stakeholders	44	URD Section 3.1.2 (page 139)
	103-2	103-2	Management approach and its components	2.3. A strengthened organisation	46-48	URD Section 3.1.2 (page 134 to 140)
		103-3	Evaluation of the management approach	2.3. A strengthened organisation	46-48	URD Section 3.1.2 (page 134 to 140)
GRI 201: Economic		201-1	Direct economic value generated and distributed	3.1.4. Responsible purchasing	74-76	URD Section 5 (page 229 to 520)
performance - 2016	201-2	Financial implications and other risks and opportunities due to climate change	5.2.3. TCFD	120-122	URD Section 3.2.5 (page 160 to 162)	
		201-3	Defined-benefit plan obligations and other retirement plans	6.3. Proposing varied compensation and benefit packages	165-168	URD Section 3.2.3 (page 147-149)

	Category	Standard	Subject	Published in this 2020 CSR report	Pages	Additional information/omission
		201-4	Financial assistance received from government	A civic-minded approach	7	URD Section 1.4.2 (page 98), note 4 (page 486)
GRI 202: Market presence – 2016	Market presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	6.6. Social appendix	175-179	
		202-2	Proportion of senior management hired from the local community	Not disclosed		
GRI 203: Indirect economic	Indirect economic impacts	203-1	Infrastructure investments and services supported	3.2.3. Deploy a philanthropy and general interest policy	85-86	
impacts – 2016		203-2	Significant indirect economic impacts	3.1.4. Responsible purchasing	74-76	URD Section 3.3.1 (page 157 to 160), Section 3.3.2 (page 160 to 164)
GRI 204: Procurement practices – 2016	Procurement practices	204-1	Proportion of spending on local suppliers	3.1.4. Responsible purchasing	74-76	URD Section 3.3.4 (page 173-174)
GRI 205: Anti-corruption - 2016	Anti-corruption programme	205-1	Operations assessed for risks related to corruption	1.7.2. The corruption and influence-peddling prevention programme	29-30	URD Section 2.1.4 (page 111), Section 3.4.2 (page 176 to 177),
		205-2	Communication and training about anti- corruption policies and procedures	1.7.2. The corruption and influence-peddling prevention programme	29-30	URD Section 2.1.4 (page 111), Section 3.4.2 (page 176 to 177),
		205-3	Confirmed incidents of corruption and actions taken	1.7.2. The corruption and influence-peddling prevention programme	29-30	URD Section 3.4.2 (page 176-177)
GRI 206: Anti-competitive behaviour – 2016	Anti-competitive behaviour	206-1	Legal actions for anti- competitive behaviour, anti-trust, and monopoly practices			URD Section 5.1.7 (page 275)
GRI 207: Tax - 2019	Tax policy	207-1	Approach to tax	1.7.5. Fight against tax evasion	31-32	URD Section 3.4.4 (page 178)
		207-2	Tax governance, control and risk management	3.3. Economic and social appendix	87-89	URD Section 3.4.4 (page 178)
		207-3	Stakeholder engagement and management of concerns related to tax	Not disclosed		URD Section 3.4.4 (page 178)
		207-4	Country-by-country reporting			URD Section 3.4.4 (page 178)

	Category	Standard	Subject	Published in this 2020 CSR report	Pages	Additional information/omission
GRI 300 - ENVIRONI	MENTAL STANDARDS	;				
GRI 103: Management approach – 2016	Materials	103-1	Explanation of the material topic and its Boundary	2.2. Extensive dialogue with stakeholders	44	URD Section 3.1.2 (page 137 to 139)
		103-2	Management approach and its components	2.3. A strengthened organisation	46-48	URD Section 3.1.2 (page 136 to 140)
		103-3	Evaluation of the management approach	5.8. Environmental appendix	147-153	URD Section 3.1.2 (page 136 to 140)
GRI 301: Materials – 2016		301-1	Materials used by weight or volume	5.8. Environmental appendix	151	URD Section 3.3.3.5 (page 172)
		301-2	Recycled input materials used	5.1. Becoming a leading player in the rational management of resources5.8. Environmental appendix circular economy section	112-118 151	URD Section 3.3.3.5 (page 170 to 172)
		301-3	Reclaimed products and their packaging materials	5.1. Becoming a leading player in the rational management of resources	112-118	URD Section 3.3.3.5 (page 170 to 172)
GRI 302: Energy – 2016		302-1	Energy consumption within the organisation	5.3. Managing and reducing energy consumption and emissions	127-136	URD Section 3.3.3 (page 164-167)
		302-2	Energy consumption outside the organisation	5.3. Managing and reducing energy consumption and emissions	127-136	URD Section 3.3.3 (page 164-167)
		302-3	Energy intensity	5.3. Managing and reducing energy consumption and emissions	127-136	URD Section 3.3.3 (page 164-167)
	30	302-4	Reduction of energy consumption	5.3. Managing and reducing energy consumption and emissions	127-136	URD Section 3.3.3 (page 164-167)
		302-5	Reduction in energy requirements of products and services	5.3. Managing and reducing energy consumption and emissions	127-136	URD Section 3.3.3 (page 164-167)
GRI 303: Water and	Water and effluents	303-1	Interactions with water as a shared resource	5.7. Protecting biodiversity	146	
effluents – 2018		303-5	Water consumption	5.8. Environmental appendix	151	
GRI 304: Biodiversity – 2016	Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	5.7. Protecting biodiversity	146	URD Section 1.3.6.2.4 (page 82) Section 3.3.3.4 (page 169-170)
		304-2	Significant impacts of activities, products, and services on biodiversity	5.7. Protecting biodiversity	146	
		304-3	Habitats protected or restored	5.4. Ensuring the Group's carbon neutrality	137	

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	Category	Standard	Subject	Published in this 2020 CSR report	Pages	Additional information/omission
		304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations			
GRI 305: Emissions – 2016	Emissions	305-1	Direct (Scope 1)GHG emissions	5.2.5. Extent of the environmental footprint 5.8. Environmental appendix	124-126 147-153	URD Section 3.3.3 (page 164-168)
		305-2	Energy indirect (Scope 2) GHG emissions	5.2.5. Extent of the environmental footprint 5.8. Environmental appendix	124-126 147-153	URD Section 3.3.3 (page 164-168)
		305-3	Other indirect (Scope 3) GHG emissions	5.2.5. Extent of the environmental footprint 5.8. Environmental appendix	124-126 147-153	URD Section 3.3.3 (page 164-168)
		305-4	GHG emissions intensity	5.2.5. Extent of the environmental footprint 5.8. Environmental appendix	124-126 147-153	URD Section 3.3.3 (page 164-168)
		305-5	Reduction of GHG emissions	5.2.5. Extent of the environmental footprint 5.8. Environmental appendix	124-126 147-153	URD Section 3.3.3 (page 164-168)
		305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	5.2.5. Extent of the environmental footprint 5.3.5. Reducing the emission of air and noise pollutants 5.8. Environmental appendix	124-126 135-136 147-153	URD Section 3.3.3.2 (page 168-169)
GRI 306: Waste – 2020	30	306-1	Waste generation and significant waste-related impacts	5.1. Becoming a leading player in the rational management of resources	112-118	URD Section 3.3.3.5 (page 170 to 172)
		306-2	Management of significant waste-related impacts	5.1. Becoming a leading player in the rational management of resources	107	URD Section 3.3.3.5 (page 170 to 172)
		306-3	Waste generated	5.1. Becoming a leading player in the rational management of resources	112-118	URD Section 3.3.3.5 (page 170 to 172)
		306-4	Waste diverted from disposal	5.1. Becoming a leading player in the rational management of resources	112-118	
		306-5	Waste directed to disposal	5.1. Becoming a leading player in the rational management of resources	112-118	
GRI 307: Environmental compliance – 2016	Environmental compliance	307-1	Non-compliance with environmental laws and regulations	5.2.3. Task Force on Climate- Related Financial Disclosures (TCFD) 2.2. Extensive dialogue with stakeholders	120-122 43	
GRI 308: Supplier environmental assessment – 2016	Supplier environmental assessment	308-1	New suppliers that were screened using environmental criteria	1.7.4. The duty of due vigilance 3.1.4. Responsible purchasing	30 74-76	URD Section 3.3.4 (page 173 to 174), Appendix 1 of the URD (page 532 to 545)

	Category	Standard	Subject	Published in this 2020 CSR report	Pages	Additional information/omission
		308-2	Negative environmental impacts in the supply chain and actions taken	1.7.4. The duty of due vigilance3.1.4. Responsible purchasing5.3.2. Optimising the fleet and means of transport	30 74-76 128-130	URD Section 3.3.4 (page 173 to 174), Appendix 1 of the URD (page 532 to 545)
GRI 400 - SOCIAL S	TANDARDS					
GRI 103: Management approach – 2016	Employment	103-1	Explanation of the material topic and its Boundary	2.2. Extensive dialogue with stakeholders	44	URD Section 3.1.2 (page 137 to 139)
		103-2	Management approach and its components	6.1. The framework for a responsible employment policy	158-161	URD Section 1 (page 19) URD Section 3.2.1 (page 142 to 156)
		103-3	Evaluation of the management approach	6.6. Social appendix	175-179	URD Section 2 (page 109- 114)
GRI 401: Employment – 2016		401-1	New employee hires and employee turnover	6.1. The framework for a responsible employment policy6.6. Social appendix	158-161 175-179	URD Section 3.2.1 (page 143)
		401-2	Benefits provided to full- time employees that are not provided to temporary or part-time employees	6.3. Proposing varied compensation and benefits packages	165-168	URD Section 3.2.3 (page 147 to 149)
		401-3	Parental leave	6.5. Ensuring respect for human rights and fundamental freedoms	171-174	
GRI 402: Labour/ management relations – 2016	Labour/ management relations	402-1	Minimum notice periods regarding operational changes	6.1. The framework for a responsible employment policy6.5. Ensuring respect for	158-161 171-174	
1918110115 - 2010				human rights and fundamental freedoms		
GRI 403: Occupational health and safety	Occupational health and safety	403-1	Occupational health and safety management system	6.4. Improving health, safety and quality of life at work	169-170	URD Section 2 (page 114)
- 2018		403-2	Hazard identification, risk assessment and incident investigation	6.4.Improving health, safety and quality of life at work	169-170	URD Section 2 (page 114), Section 3.2.4 (page 150-151), appendix 2 (page 532 to 545)
		403-3	Occupational health services	6.4. Improving health, safety and quality of life at work	169-170	URD section 3.2.4 (page 150-151), appendix 2 (page 536)



	Category	Standard	Subject	Published in this 2020 CSR report	Pages	Additional information/omission
		403-4	Worker participation, consultation, and communication on occupational health and safety	6.4. Improving health, safety and quality of life at work	169-170	URD Section 3.2.4 (page 150-151), appendix 2 (page 536)
		403-5	Worker training on occupational health and safety	6.4. Improving health, safety and quality of life at work	169-170	URD Section 3.2.4 (page 150-151), appendix 2 (page 536)
		403-6	Promotion of worker health	6.4. Improving health, safety and quality of life at work	169-170	URD Section 3.2.4 (page 150-151), appendix 2 (page 536)
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	6.4. Improving health, safety and quality of life at work	169-170	URD Section 3.2.4 (page 150-151), appendix 2 (page 536)
		403-8	Workers covered by an occupational health and safety management system	6.4. Improving health, safety and quality of life at work	169-170	URD Section 3.2.4 (page 150-151), appendix 2 (page 536)
		403-9	Work-related injuries	6.4. Improving health, safety and quality of life at work	169-170	URD Section 3.2.4 (page 150-151), appendix 2 (page 536)
		403-10	Work-related ill-health	6.4. Improving health, safety and quality of life at work	169-170	URD Section 3.2.4 (page 150-151), appendix 2 (page 536)
GRI 404: Training and education – 2016	Training and education	404-1	Average hours of training per year per employee	6.2. Boosting employees' skills and employability6.6. Social appendix	162-164 175-179	URD Section 2 (page 109), Section 3.2.2 (page 144 to 146),
		404-2	Programmes for upgrading employee skills and transition assistance programmes	6.2. Boosting employees' skills and employability6.6. Social appendix	162-164 175-179	URD Section 2 (page 109), Section 3.2.2 (page 144 to 146),
		404-3	Percentage of employees receiving regular performance and career development reviews	6.2. Boosting employees' skillsand employability6.6. Social appendix	162-164 175-179	URD Section 3.2.2 (page 146)

	Category	Standard	Subject	Published in this 2020 CSR report	Pages	Additional information/omission
GRI 405: Diversity and equal opportunity – 2016	Diversity and equal opportunity	405-1	Diversity of governance bodies and employees	6.1. The framework for a responsible employment policy	158-161	URD Section 3.2.1 (page 142), Section 3.2.5 (page 151 to 155), Section 4 (page 184)
		405-2	Ratio of basic salary and remuneration of women to men	6.6. Social appendix	175-179	URD Section 3.2.5 (page 152-153)
GRI 406: Non- discrimination - 2016	Non- discrimination	406-1	Incidents of discrimination and corrective actions taken	6.6. Social appendix	175-179	URD Section 3.2.5 (page 151 to 155)
GRI 407: Freedom of association and collective bargaining – 2016	Freedom of association and collective bargaining	407-1	Operations and suppliers for which the right to freedom of association and collective bargaining may be at risk	6.1. The framework for a responsible employment policy6.5 Ensuring respect for human rights and fundamental freedoms	158-161 171-174	URD appendix 1 (page 532 to 545)
GRI 408: Child labour – 2016	Child labour	408-1	Operations and suppliers at significant risk for incidents of child labour	6.5. Ensuring respect for human rights and fundamental freedoms	171-174	URD Section 3.2.5 (page 151-155), appendix 1 (page 532 to 545)
GRI 409: Forced or compulsory labour - 2016	Forced or compulsory labour	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	6.5. Ensuring respect for human rights and fundamental freedoms	171-174	URD Section 3.2.5 (page 151-155), appendix 1 (page 532 to 545)
GRI 410: Security practices - 2016	Security practices	410-1	Security personnel trained in human rights policies or procedures	6.5. Ensuring respect for human rights and fundamental freedoms	171-174	URD Section 3.2.5 (page 151-155), appendix 1 (page 532 to 545)
GRI 411: Rights of indigenous people – 2016	Indigenous rights	411-1	Incidents of violations involving rights of indigenous peoples	6.5. Ensuring respect for human rights and fundamental freedoms	171-174	URD Section 3.2.5 (page 151-155), appendix 1 (page 532 to 545)
GRI 412: Human rights assessment – 2016	Human rights assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	6.5. Ensuring respect for human rights and fundamental freedoms	171-174	URD Section 3.2.5 (page 151-155), appendix 1 (page 532 to 545)
		412-2	Employee training on human rights policies or procedures	6.5. Ensuring respect for human rights and fundamental freedoms	171-174	URD Section 3.2.5 (page 151-155), appendix 1 (page 532 to 545)

	Category	Standard	Subject	Published in this 2020 CSR report	Pages	Additional information/omission
		412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	6.5. Ensuring respect for human rights and fundamental freedoms	171-174	URD Section 3.2.5 (page 151-155), appendix 1 (page 532 to 545)
GRI 413: Local communities - 2016	Local communities	413-1	Operations with local community engagement, impact assessments, and development programs	3.1. Contributing to regional development and cohesion	69-78	URD Section 3.3.1 (page 157 to 160)
		413-2	Operations with significant actual and potential negative impacts on local communities	3.1. Contributing to regional development and cohesion	69-78	URD Section 3.3.1 (page 157 to 160)
GRI 414: Supplier social assessment – 2016	Supplier social assessment	414-1	New suppliers that were screened using social criteria	3.1.4. Responsible purchasing	74-76	URD Appendix 1 (page 532 to 545)
		414-2	Negative impacts on society in the supply chain and actions taken	3.1.4. Responsible purchasing	74-76	URD Appendix 1 (page 532 to 545)
GRI 415: Public policy – 2016	Public policy	415-1	Political contributions	2.5. Interest representation and participation in industry debate	56-60	
GRI 416: Customer health and safety – 2016	Customer health and safety	416-1	Assessment of the health and safety impacts of product and service categories	2.2. Extensive dialogue with stakeholders	43	
		416-2	Incidents of non- compliance concerning the health and safety impacts of products and services	2.2. Extensive dialogue with stakeholders	43	
GRI 417: Marketing and labelling – 2016	Marketing and labelling	417-1	Requirements for product and service information and labelling	2.2. Extensive dialogue with stakeholders	43	
		417-2	Incidents of non- compliance concerning product and service information and labelling	2.2. Extensive dialogue with stakeholders	43	
		417-3	Incidents of non-compliance concerning marketing communications	2.2. Extensive dialogue with stakeholders	43	
GRI 418: Customer privacy – 2016	Customer privacy	418-1	Substantiated complaints regarding breaches of customer privacy and losses of customer data	4.1. Being a responsible and exemplary company in data security and use	95-97	
GRI 419: Socioeconomic compliance – 2016	Socioeconomic compliance	419-1	Non-compliance with laws and regulations in the social and economic area	2.2. Extensive dialogue with stakeholders	43	

7.2 Methodological note and ITP opinion

METHODOLOGICAL NOTE ON NON-FINANCIAL INDICATORS

Reference

The Group's corporate social responsibility reporting process was carried out 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 employee indicators are developed in accordance with the methodology used for the employee report. The annual employee report can be downloaded from Le Groupe La Poste's website;
- Section 3 of the 2020 Universal registration document presents information on the social, societal and environmental challenges and risks related to its activity, and the policies implemented in these areas, in accordance with the requirements of the statement of non-financial performance required by Decree No. 2017-1265 of 9 August 2017 implementing Order No. 2017-1180 of 19 July 2017 on the publication of non-financial information;
- since 2009, the Group has had its non-financial indicators verified by an independent third party. It is gradually extending the scope of the indicators published, and is aiming to provide data for all indicators at Group level.

The environmental indicators are based on recognised guidelines:

- national guidelines:
 - ADEME carbon footprint methodology tool, to calculate emissions of most energy, excluding electricity abroad,
 - emission factors and other sources from the Base Carbone;
- international guidelines:
 - GHG Protocol, to define Scopes 1, 2, 3,
 - Global Reporting Initiative (GRI), sustainable development reporting guidelines,
 - the consumption or emissions factors provided by the International Energy Agency (2018 report) to calculate emissions related to electricity consumption abroad (average over the last three years),
 - the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD);
- special cases for emission factors for electricity from renewable sources:
 - the emission factors in CO₂ equivalent relating to the consumption of renewable electricity are provided directly by electricity suppliers; if not, the factor applied corresponds to the average emission factor of the country consuming the electricity's renewable energy mix.

Reference period and reporting scope

The reference period is based on:

- for the employee indicators, over a calendar year (from 1 January to 31 December 2020) to ensure consistency with French regulations and the employee reports for French companies;
- for environmental reporting, on a rolling year from December 2019 to the end of November 2020 or on a rolling quarter Q4 2019 to end Q3 2020, except for the number of vehicles (31 December 2020).

The reporting scope of Le Groupe La Poste covers the scope of La Poste (which does not produce its own report) and the scope of the Group. The scope of the non-financial indicators consists of the subsidiaries of Le Groupe La Poste that are fully consolidated for the preparation of the consolidated financial statements (subsidiaries at least 51%-owned at 31 December 2020). This scope has changed over the years depending on the indicators, thanks to initiatives to harmonise indicators and non-financial reporting schedules as well as computerisation projects:

- the scope of the employee indicators has been expanded to French express courier companies since 2015 (GeoPost business unit, DPD France and Chronopost). Since 2016, the scope of the employee indicators has encompassed all the Group's French subsidiaries. In 2020, employee indicators cover the entire scope of the Group in France (employment, absenteeism and accidents, work organisation, labour relations, training and compensation). The scope of employment indicators was expanded in 2020 to the entire Europe Group scope;
- since 2014, the most significant environmental indicators apply to the express courier companies within the GeoPost business unit: energy consumption of buildings and greenhouse gas emissions from transport and buildings. Since 2016, these indicators have been expanded to include all Group companies (including international subsidiaries). It should be noted that the 2020 scope grew very substantially compared to 2019, driven by the external growth dynamic and the acceleration of the Parcel business in particular:
 - GeoPost's growth momentum is driven both by the very strong acceleration of the Parcel business and by the geographic expansion policy. As part of this external growth strategy, 2020 was marked in particular by the entry into the scope of consolidation of BRT, the leader in parcels in Italy,

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 at the same time, La Banque Postale became the majority shareholder of CNP Assurances, with a 62.84% stake in its capital. This structuring transaction enables Le Groupe La Poste to continue to diversify its strategic model and allows La Banque Postale to complement its own by becoming a leading bancassurer.

Some subsidiaries do not report all employee, safety and environmental indicators:

- with regard to extending the coverage of employee indicators, action plans are planned and/or underway to ensure the availability and reliability of the data. The 2020 monitoring is marked by an important milestone, since the employee indicators now cover not only France and the subsidiaries in France, but also include CNP Assurances in France, the GeoPost subsidiaries located in Europe, etc. The lack of regulation or harmonised definition at the international level makes the consolidation of information more complex for entities located outside the European zone (they represent 3.3% of the Group's headcount at the end of 2020);
- in terms of environmental data, and particularly in terms of monitoring GHG emissions, the consistency of the reporting with the scope of consolidation of the Group's entities is ensured at 100%. An extrapolation of companies not yet included in the reporting has been carried out since the 2016 fiscal year. The data is extrapolated by either using a ratio of greenhouse gas emissions per parcel for GeoPost, or, if that is not possible, by using a ration of CO₂ kg.eq per €1,000 in revenue. Typically, the extrapolated data is included in Scope 3 in the Group emissions table.

The Group's revenues grew very strongly in 2020, reflecting the impact of the extension of the Group's scope through external growth. For all the subsidiaries acquired in 2020, data from CNP Assurances, entities in France, BRT and Asendia were notable integrated from their first fiscal year in 2020.

The coverage rates of the indicators for the different scopes of publication are described below. The ratios are made for fully consolidated companies.

Scope of indicators	% of consolidated Group revenue	% of Group employees (in full-time equivalents)
Social indicators for La Poste excluding subsidiaries abroad $^{\!\!\!(a)}$	87.0	84.5
GHG emissions related to transport and buildings for the $Group^{\scriptscriptstyle(b)}$	100	100

(a) The Human Resources Department is responsible for the employee, health and safety indicators.

(b) Including extrapolated greenhouse gas emission data (Scope 3) which represented 12.5% of the Group's GHG emissions in 2020.

ENVIRONMENTAL INDICATORS

The indicators are described in a detailed reporting *memorandum* drawn up by the Group's Societal Commitment Department, which is in charge of the reporting process. This *memorandum* specifies the definition of the indicators, the methods for gathering and calculating the information, the estimates or extrapolations made, if necessary, the checks performed, and the data collection and approval responsibilities.

The scope of commitment mostly corresponds to GHG emissions of transportation related to mail, parcels, the Network, corporate, financial services (notwithstanding the principles set forth in the note on methodology), Digital Services and the buildings managed by the Poste Immo subsidiary. This relates to direct and indirect emissions from the consumption of electricity, steam, heating or cooling and emissions including transportation subcontractors and subcontracted employee business travel. The modes of transportation taken into account are road transport, air transport, rail transport and maritime transport.

The greenhouse gas emissions include:

- Scope 1 and 2 GHG emissions, as defined by the GHG Protocol: direct and indirect emissions linked to the consumption of electricity, steam, heating or cooling;
- Scope 3 GHG emissions: mainly include transport subcontractors and subcontracted employee business travel.

The modes of transportation taken into account are road transport, rail transport, air transport and maritime transport. The distances for leased air transport capacity for foreign destinations and French overseas departments take stop-overs into account.

Company vehicles are included as of the 2016 fiscal year.

The business travel by employees using their own vehicle is excluded from the scope of the indicator.

GeoPost/DPDgroup's environmental data on buildings' energy consumption and GHG emissions related to transportation and buildings are calculated over a rolling (fourth quarter 2019 to third quarter 2020) period.

With regard to the energy consumption of buildings, the energies taken into account are electricity, gas, fuel oil, district heating, propane and LPG, and cover Scopes 1, 2 and 3.

The reporting on the energy consumption of buildings was based on the amounts invoiced from 1 December 2019 to 30 November 2020. The average prices used to convert these amounts into kilowatthours were obtained from the statistics databases, *i.e.* calculated from representative samples of invoices. For some buildings, the consumption was extrapolated from the occupied surfaces. The energy consumption of the buildings disposed of during the year was not included.

The electricity consumption and the related GHG emissions for electric vehicles are recognised at the building level.

For waste monitoring, the scope includes computer, security and telecommunications equipment processed by companies specialised in recycling or reuse. Since 2014, the recovery rate has been extrapolated across the entire consolidation scope from

SOCIETAL INDICATORS

Purchases data include all goods and services purchased externally (machinery and equipment, transport and logistics, IT, general costs, etc.) reported as non-current assets or expenses⁽²⁾.

The amounts are calculated at cost for La Poste, and excluding tax for the other Group entities.

EMPLOYEE INDICATORS

Occupational health and safety

Scope: Includes the La Poste parent company and the Group's subsidiaries in France, but not its subsidiaries abroad.

Indicators

Number of days of absence due to accidents at work, commuting accidents or occupational illness: this indicator is calculated based on the number of individuals employed (excluding temporary contracts). The days of absence are counted in calendar days.

Frequency of accidents at work with time off: number of accidents at work with time off (excluding commuting) per million hours worked. The hours worked are calculated on the basis of the average workforce multiplied by the number of hours worked *per annum*. Starting in 2017, a new method has been used to calculate the frequency rate, with calculation at 31 December, one month of consolidation and the inclusion of all contracts (excluding interns). The numbers are provided according to the new calculation method for 2016 and later years.

Severity of accidents at work with time off: number of days off due to accidents at work (excluding commuting) per thousand hours worked. The days lost for accidents at work are counted in calendar days. The number of accidents at work with time off as well as the number of days off due to accidents were taken from the HR management systems on 31 December.

results on materials that account for 94% of the total $\mathsf{WEEE}^{(1)}$ processed by specialised companies.

The indicator that measures the total consumption of paper in metric tonnes concerns its service-sector use (activity, communication excluding sold production) within the Group as a whole, detailed according to the different types of existing labels.

Products (stamps, Prêt-à-Poster, and other packaging offers), cardboard boxes, and mixed items like padded envelopes are not included in the scope of the indicator.

The scope of commitment concerns La Poste and its subsidiaries Poste Immo and La Banque Postale. The regional impact (Group data) presents data from La Poste and its subsidiaries Poste Immo, La Banque Postale, Docaposte and Mediapost.

Training

Scope: La Poste parent company and the French subsidiaries.

Total number of training hours: total number of internal and external training hours taken by all employees (total headcount 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.

Proportion of employees who took at least one training course during the year: the basis for this calculation is the average number of employees; it does not include employees who have been absent for over six months.

Gender equality

Scope: Le Groupe La Poste (includes the La Poste parent company and the Group's subsidiaries in France, but not subsidiaries abroad).

Indicators: proportion of women on the Management Committee: the members of the Management Committee hold strategic positions within La Poste and its French subsidiaries, as defined by the Group's Executive Committee.

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(2) The amounts are calculated at cost for La Poste, and excluding tax for the other Group entities.

⁽¹⁾ Waste electrical and electronic equipment.

REPORT BY ONE OF THE STATUTORY AUDITORS, APPOINTED AS AN INDEPENDENT THIRD PARTY, ON THE CONSOLIDATED STATEMENT OF NON-FINANCIAL PERFORMANCE

For the year ended 31 December 2020

To the General Shareholders' Meeting,

In our capacity as Statutory Auditor of your company (hereinafter the "entity") appointed as independent third party, and accredited by the French Accreditation Committee (*Comité Français d'Accréditation* – COFRAC) under number 3-1049⁽¹⁾, we hereby report to you on the consolidated statement of non-financial performance for the year ended the 31 December 2020 (hereinafter the "Statement"), included in the entity management report pursuant to the requirements of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*Code de commerce*).

Responsibility of the entity

The Management Board's is responsible for preparing the Statement, including a presentation of the business model, a description of the principal extrafinancial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.

The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement and available upon request at the entity's head office.

Independence and quality control

Our independence is defined by the requirements of Article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (*Code de déontologie*) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

Responsibility of the Statutory Auditor appointed as independent third party

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the requirements of Article R. 225-105 of the French Commercial Code;
- the fairness of the information provided in accordance with Article R. 225-105-13° and II of the French Commercial Code, i.e. the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the "Information").

However, it is not our responsibility to comment on the entity's compliance with other applicable legal and regulatory provisions, in particular the French duty of due vigilance Act and anti-corruption and tax avoidance legislation, nor on the compliance of products and services with the applicable regulations.

Nature and scope of our work

Our work described below was performed in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) applicable to such engagements and with ISAE 3000:

- we obtained an understanding of all the consolidated entities' activities, and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 III as well as the information set out in paragraph 2 of Article L. 22-10-36 regarding compliance with human rights and anti-corruption and tax avoidance legislation;

⁽¹⁾ Cofrac Inspection accreditation, No. 3-1049, available on the website www.cofrac.fr.

- we verified that the Statement provides the information required under Article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- we verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to:
 - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented,
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in the Appendix. Concerning certain risks, our work was carried out on the consolidating entity. For the other risks, our work was carried out on the consolidating entity and on a selection of entities;
- we verified that the Statement covers the scope of consolidation, *i.e.* all the consolidated entities in accordance with Article L. 233-16 of the French Commercial Code within the limits stipulated in the Statement;
- we obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in the Appendix, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data,
 - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities and covers between 83% and 100% of the consolidated data selected for these tests;
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

We believe that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Means and resources

Our work was carried out by a team of six people between December 2020 and March 2021 and took a total of eighteen weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted approximately twenty interviews with the people responsible for preparing the Statement, particularly from Financial Management, Risk Management, Human Resources Management, and Corporate Social Responsibility Management.

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the statement of non-financial performance is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

Comment

Without qualifying our conclusion expressed above and in accordance with the provisions of Article A. 225-3 of the French Commercial Code, we make the following comment:

• as stated in the methodological note, Le Groupe La Poste has continued its efforts to extend the scope of social indicators to the Group foreign subsidiaries. However, the rate of absence for sickness, frequency rate of accidents at work with time off, severity rate of accidents at work with time-off, hours of training per employee trained key performance indicators are still reported on the basis of the Group's activities in France, which represent 81% of the Group's consolidated workforce.

Paris-La Défense, 15 March 2021

KPMG S.A.

Anne Garans

Partner Sustainability Services Eric Amato

Partner

7.3 Glossary

Addressed mail: Type of targeted mail that includes a specific recipient and address (as opposed to unaddressed mail).

Advertising mail: Mail that promotes a brand, its products or its services (may be addressed or unaddressed).

Advertising material/ISA: Unaddressed admail: advertisements delivered to mailboxes. Type of mail that does not include a specific recipient and address (as opposed to an addressed letter).

Afep-Medef: Two French employers' associations.

AMF: An association of French Mayors.

Arcep: French Authority for regulation of the electronic communications and postal sectors: an independent French administrative authority whose goal is to ensure that the postal market remains open and operational (issues authorisations to operate postal activities, issues opinions on rates and universal service quality objectives, and approves universal service rates).

BBC: A French building energy-efficiency standard.

BREEAM: A method for evaluating a building's environmental performance, developed by the Building Research Establishment.

BtoB: Business to Business: used to describe a business-tobusiness relationship.

BtoC: Business to Consumer: used to describe a business-to-consumer relationship.

CDPPT: Departmental Commission on local postal coverage: tasked, in particular, with negotiating with La Poste to determine the spending used to improve access to postal services in rural areas and in urban policy priority locals, to strengthen postal coverage in French overseas departments, and to monitor how the provisions of the local postal coverage agreement are applied.

CFDT: A French labour union.

CGC: A French labour union for management personnel.

CGPME: An employers' association for small and medium-sized companies.

CGT: A French labour union.

CHSCT: Health, safety and working conditions committee.

Circular economy: The purpose of the circular economy is to move from a model aimed at reducing impacts to a model aimed at creating value at a social, economic and environmental level (new design, production and consumption methods, prolonging duration of use, encouraging use over possession, reusing and recycling components).

COGAS: Advisory and Social Activities Management Committee (*Conseil d'orientation et de gestion des activités sociales*): implements the employee policy defined by the Group, allocates the budget and controls its use within the framework of management shared with the trade unions.

"Comité 21": A French non-governmental organisation that promotes environmental awareness and sustainable development by bringing together concerned stakeholders in France: privatesector 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: Paris Climate Conference in 2015.

Crowdfunding: This term describes all financial transaction tools and methods used to raise funds from a large number of people to finance a project. This practice is primarily used on the Internet and has become popular thanks to social networks. This type of financing is a disintermediation process and contributions may come from private individuals or from companies, regardless of the type of business activity.

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".

CtoC: Consumer to Consumer – Used to describe a mail or parcel sent from one consumer to another consumer.

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.

Eco-driving: Style of driving based on using a vehicle modestly to limit CO_2 emissions and fuel consumption.

Employee: An individual who is recognised as being in an "employment relationship" under national law or in actual practice (ISO 26000).

EMS: Energy management system.

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).

ERP: A category of buildings that are accessible to the general public.

ESAT: Companies and organisations that primarily employ people with disabilities.



ESG: Environment, social and governance.

FO: Force ouvrière, a labour union.

GDPR: The General Data Protection.

Green IT: Green IT or green computing 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.

Hackathon: Combination of "hack" and "marathon". Event during which teams (made up of developers, but also sometimes designers and project managers) have to develop an IT project, usually a software or application. They must do so over a limited period, and generally a short one (one day, one weekend).

HQE: High environmental quality.

Hub: Concentration/redistribution platform for a national "region". The network, which includes the hubs, is arranged in the form of a "spider's web": all the express post collected during the day is consolidated in a hub, in general close to an airport, station or multimodal platform, before being redirected to depots or destination centres, or to another hub.

Incubator: Organisation that aids and supports business creation. Its primary function is to help those in charge of an innovative project in view of creating a company. Incubators mostly operate within the framework of projects associated with a technological innovation. They support project leaders in drawing up a business plan, filing patents, etc. They provide them with premises and offices and help them create a network.

Internet of Things (IoT): The interconnection between the Internet and things, places, and physical environments. This term designates a growing number of devices that are connected to the Internet and that therefore permit communication between our physical property and the digital realm. These types of connections make it possible to gather new data on the Network and, accordingly, new knowledge and types of expertise.

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.

Items on hold: Postal items awaiting pick-up at a retail outlet.

La Poste employees: Targets all Group employees.

La Poste local and inter-communal postal agencies: Retail outlets managed in partnership with the city hall or with a group of municipalities. Postal services are carried out in exchange for compensation.

"La Poste Relais" outlets (rural/urban): A retail outlet managed by a retailer that offers most postal services during extended business hours. This type of outlet helps keep shops in rural areas open. In urban areas, located in high-traffic locations such as train stations and supermarkets, La Poste Relais outlets put the most used postal services in the daily path of a large number of citizens. Last mile: Last link in the logistics chain for a delivery. This phase ensures the individual shipping to companies as well as home delivery to consumers.

OECD: The Organisation for Economic Cooperation and Development.

Orée: A multi-actor association created in 1992, bringing together more than 150 businesses, territorial authorities, trade and environmental associations, academic and institutional bodies, to develop best environmental practices and deploy practical tools for integrated environmental management on the regional and local levels.

Organisational governance: A system by which an organisation makes and enforces the decisions necessary to achieve its objectives (ISO 26000).

Personal micro-credit: Loan for consumers who wish to complete a project (excluding start-ups), but who do not have access to traditional bank credit.

Pickup Station: Service to make parcels available in automated lockers (lockers located outside are accessible 24/7). As soon as the parcel is available, a text message and/or email are automatically sent to the recipient including a collection code. Recipients have three business days to pick up their parcel.

Postman-counter clerk: A postman/postwoman who carries out all services related to the job of a postman (mail delivery, local services) as well as post office counter services. Postmencounter clerks handle all La Poste service offerings (Mail, Parcel, Chronopost, La Banque Postale and La Poste Mobile pre-paid mobile phone refill cards).

PRM: Person with reduced mobility.

Portage: Delivery of print media by a deliverer to a subscriber's home or workplace, unlike press delivery. Portage also refers to the home delivery service for meals, shopping, and medicines.

PostEurop: Association of European public postal operators.

Product: Something an organisation sells directly or includes in a service (ISO 26000).

Public Service Agreement: The Public Service Agreement between La Poste and the French state fixes the framework and the methods used to perform the public service missions entrusted to La Poste (delivery of mail/parcels six days out of seven to all French homes, providing banking accessibility *via* La Banque Postale, contribution to regional planning through its postal coverage, transport and press delivery). The agreement currently in force covers the period between 2018 and 2022.

Responsible development: Le Groupe La Poste's approach to growth and business development, which addresses each aspect of corporate social responsibility.

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, environmental and societal 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 purchasing takes 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).

Retail outlet: General term for all types of local postal coverage, ranging from post offices, public service areas (MSAP), local and inter-communal postal agencies, "La Poste Relais" outlets (in a shop or at an SSE partner location in a rural or urban area), services rendered by postmen-counter clerks, co-working spaces and any other forms of resource pooling that aims to share resources between La Poste and other public or private partners and approved by the National Observatory of Postal Coverage (ONPP).

Reverse logistics: Reverse logistics, or return logistics, concerns managing flows from the consumer to the manufacturer (aftersales service, waste recycling, unsold goods management, etc.).

SCD: Group Societal Commitment Department.

Service: The action of an organisation to satisfy a request or requirement (ISO 26000).

Sharing economy: An economic model where use is seen as more important than ownership (sharing, trading, bartering, selling, or renting). This practice is strongly tied to the surge in online trade.

Silver economy: Economy that serves senior citizens. It is intended to support a population with a growing life expectancy, which is creating new needs – particularly in the leisure, transport, food, safety, healthcare, household, shared housing, insurance, telephone assistance, Internet and sports sectors.

Social micro-credit: Loan system that aims to promote the social and professional integration of disadvantaged consumers or those outside the banking system.

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.

Social and Solidarity-based Economy: A group of companies organised in the form of cooperatives, mutual companies, non-profit organisations or foundations whose internal functioning and business principles are based on solidarity and social benefits.

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: Socially responsible investment.

Stakeholder: An individual or group that has an interest in an organisation's decisions or activities (ISO 26000).

SUD: A French labour 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.

Tracking: Service provided by express or rapid transportation carriers involving the computerised monitoring of an item's progress from collection to delivery. Transport companies try to offer as many tracking points as possible (usually at each reload). Electronic handsets, carried by drivers and delivery people, that enable customers to access information on final delivery.

Universal Postal Union: A specialised institution of the United Nations whose goal is to encourage proper development as well as cooperation between the different existing postal systems. It establishes trade regulations for international mail.

UNSA: A French labour union.

Urban logistics: Method of shipping cargo flows entering, leaving and circulating in a city under the best conditions while taking many elements into consideration (habitat, economic activity, urban management, transportation, pollution and urban congestion, etc.).

Urban Logistics Area: An area intended for delivering and collecting express parcels that weigh less than 30 kg in an urban area.

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.

Worker: Anyone who performs a job or work of some type, either as an employee or as an independent contractor (ISO 26000).



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