

2021

CSR REPORT





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This report provides a presentation of La Poste Groupe's non-financial performance in 2021, prepared in accordance with the guidelines of the Global Reporting Initiative (GRI standards) and the international guidelines of the UN Global Compact and Sustainable Development Goals (SDGs).

This document presents the objectives and ambitions defined by the group on the basis of assumptions and an updated risk analysis. The current context is fraught with unforeseeable exogenous factors that are not controlled by the group. La Poste Groupe therefore draws the attention of readers of this CSR report to the fact that these factors could cause it difficulty or delay in achieving its objectives, despite the good faith implementation of the resources described in the roadmaps associated with the objectives.



Additional useful resources

- Group strategic plan: the Universal Registration Document (URD)
- Statement of non-financial performance: Section 3 of the URD
- Vigilance plan: Annex 1a of the URD
- La Poste Groupe activity report
- The Essentials, with a "Climate Essentials" version
- Green bond report
- Non-financial ratings
- First Mission Committee report
- La Poste Groupe website for the general public

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Philippe Wahl

La Poste Groupe's Chairman and Chief Executive Officer

“2021, NEW MILESTONES ACHIEVED IN THE SERVICE OF SOCIETY AS A WHOLE!”

The pandemic, the war in Ukraine, the first consequences of climate change impact us all. In this disrupted context, La Poste Groupe's business is being transformed with the accelerated fall in mail volumes and, as a result of the rise of e-commerce, the increase in the parcel business, revealing the need to rethink our modes of delivery.

Faced with these challenges and to respond to environmental, regional, digital and demographic transitions, in 2021 La Poste Groupe unveiled its new strategic plan **“La Poste 2030, committed for you”**. The Group's societal commitment is at the heart of this project. The mobilisation of La Poste's employees is the strongest asset for the project's success.

Committed to serving society as a whole, La Poste intends to respond to the “need for the Post Office”, which is changing and has never been so obvious.

As part of the long-term vision of a low-carbon world, La Poste Groupe signed the “*Business Ambition for 1.5°C*” pledge of the SBTi and made the commitment to “Net Zero” activities before 2050. Through the labour-management agreement “*Le pacte social*” signed in 2021, the transformation of La Poste’s jobs towards services and digital technology is already underway. Faced with the new challenge of the fair transition, the Group has chosen to make the positive impact a lever for its performance. More than ever, La Poste Groupe is committed to serving the public interest, with a focus on the most vulnerable and on issues of cohesion and inclusion.

In 2021, its public service missions were strengthened by the decisions of the French State recognising their usefulness in the service of the country and consolidating their financing.

In June 2021, La Poste adopted the status of a company with a mission, which reinforces its actions in terms of positive impact on society, through **four commitments: contribute to the development and cohesion of the regions; promote improve social inclusion; promote ethical, inclusive and frugal digital technology services; and work to accelerate the environmental transition for all**. La Banque Postale followed the same path at the beginning of 2022.

The CSR rating agencies recognise La Poste Groupe’s action: CDP, the leading international organisation, has placed La Poste Groupe on List A as regards Climate Change, i.e. among the 200 best-rated companies in the world. For its part, the VE Moodys ESG Solutions agency ranks La Poste Groupe, for the third consecutive year, as the world’s leading company, all sectors combined. Lastly, EcoVadis once again awarded La Poste the Platinum medal. These awards are a source of pride and motivation for La Poste’s employees.

La Poste continues to write its history, that of a human and digital company, green and responsible, which makes proximity its business. It is with confidence and pride that we renew La Poste Groupe’s commitment to the principles of the United Nations Global Compact and the 2030 objectives of the global sustainable development strategy.

This commitment means affirming the desire to have a positive impact on society and to act for a more human and sustainable world.



On 17 May 2022

LA POSTE GROUPE PROFILE AND STRATEGY – INTEGRATED VISION



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This first chapter is part of an **integrated reporting** approach. It presents the group's fundamentals, its strategic orientations, and the strengthening of the supporting governance. The reader will also find the business model serving a positive impact for society and the interactions with all these internal and external stakeholders.

1.1 A LARGE MULTI-BUSINESS SERVICES GROUP UNDERGOING TRANSFORMATION

1.1.1 A MAJOR YEAR OF TRANSFORMATION

During a year still disrupted by the global health crisis, La Poste carried out its public service missions and continued its development.

Despite multiple headwinds (decline in mail, negative interest rates, competition for parcels), La Poste Groupe posted a recovery. With operating revenue reaching €34.6 billion in 2021, up by 11%, the group once again demonstrated its resilience and spirit of conquest.

This was made possible thanks to the daily commitment of La Poste's 250,000 employees. Once again this year, their involvement was essential. The recovery in results has enabled the payment of a profit-sharing bonus to the women and men who play a role in La Poste Groupe's transformation every day.

The new strategic plan "La Poste 2030, committed for you", presented in February 2021, must prepare the group to support its customers in the face of the major transitions of the future. It must also make it possible, thanks to the financial results, to finance development.

To respond to the rapid development of e-commerce, La Poste decided to devote €450 million over four years to its parcel logistics facility. This has brought its industrial investment in France to more than €1 billion over the last ten years.

La Poste also continues to invest to improve the quality of service delivered to its customers. It has modernised the IT equipment of its 28,000 customer service managers. La Poste is also investing to train the group's women and men in changes in their jobs, a priority in the "La Poste committed with employees" employee agreement, signed on 4 May 2021. The two shareholders, Caisse des Dépôts and the French State, have consistently and decisively supported investments.

The strategic plan has placed quality of service and customer satisfaction at the top of the priorities. By creating the new Retail Customers and Digital Services business unit, La Poste has decided to combine the power of its physical network with the best of its digital services. Improving customer satisfaction is La Poste's central challenge for the coming years. The group's international development accelerated again this year, now accounting for 41% of its operating revenue.

La Poste is a committed group, serving society as a whole. Its public service missions are consolidated by the French State's decision to grant an annual allocation for the universal postal service: this is recognition of La Poste's usefulness. Faced with the

environmental, digital, demographic and regional transitions, La Poste is assuming its responsibilities. In June 2021, the adoption of the status as a company with a mission reinforced its commitment and actions in terms of positive impact on society, through four commitments now included in the Company's Articles of Association:

- contributing to the development and cohesion of regions;
- improving social inclusion;
- promoting ethical, inclusive and frugal digital services;
- working to accelerate the environmental transition for all.

Thus, La Banque Postale is the first bank in France, and in the world, to cease financing fossil fuels by 2030. GeoPost/DPDgroup and the Services-Mail-Parcels business unit of La Poste, the group's logistics providers, are already the leaders in low-carbon delivery in France and Europe. This year, La Poste Groupe's commitment benefited from significant non-financial recognition, which confirms its societal commitment and the continuation of its CSR actions.

In 2022, La Poste will continue to write its history, that of a human and digital company, green and responsible; that of a post office that makes proximity its business.

● FEBRUARY

- Presentation by Philippe Wahl of the **group's new strategic plan, "La Poste 2030, committed for you"**, and its **purpose**.

● APRIL

- Inaugural meeting of the **Mission Committee (Stakeholders Committee)**.
- Creation of the **Compliance Department**, responsible in particular for implementing the duty of vigilance.

● JUNE

- Adoption of the status as a **company with a mission**.
- Issuance of **La Banque Postale's first social bond** for €750 million (financing of social housing and healthcare).

● JULY

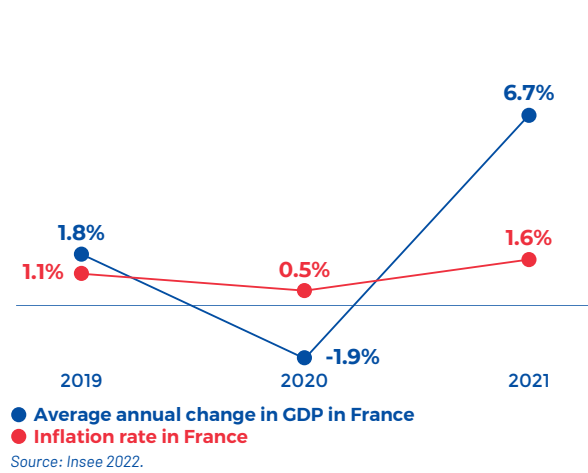
- **Financial compensation** paid by the French State in respect of the **universal postal service** and the **banking accessibility mission**.

● OCTOBER

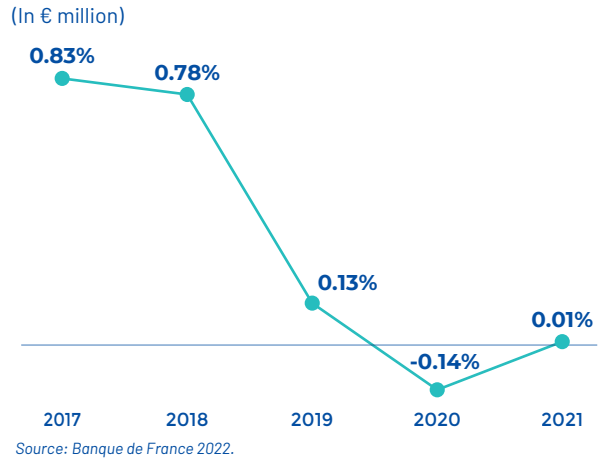
- Signature by the group of the **SBTi "Business Ambition for 1.5°C"**, committing to reach zero net emissions by 2050 at the latest.

STRONG STRUCTURAL TRENDS

A macroeconomic environment disrupted by the health crisis

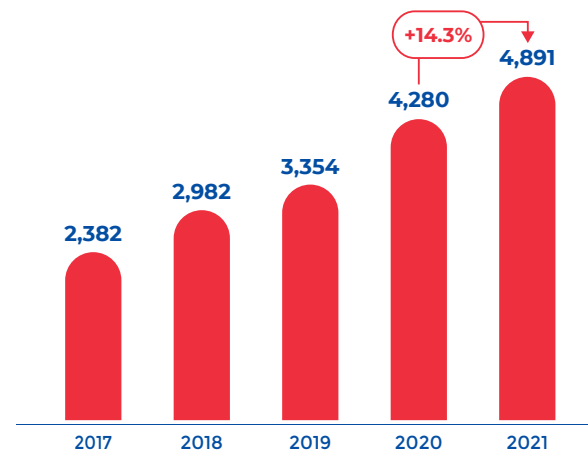


Interest rates still very low in 2021



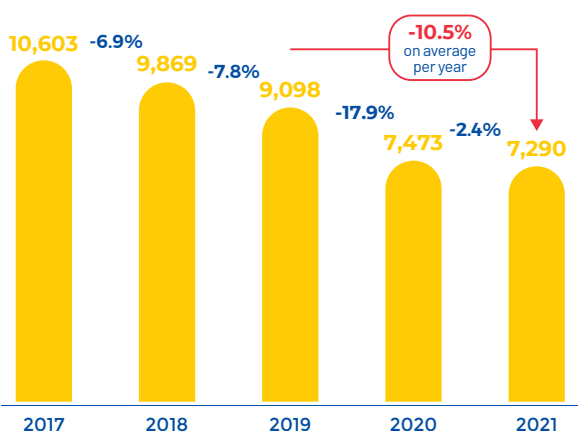
Acceleration of global e-commerce

(Global e-commerce operating revenue in (US)\$ billion)



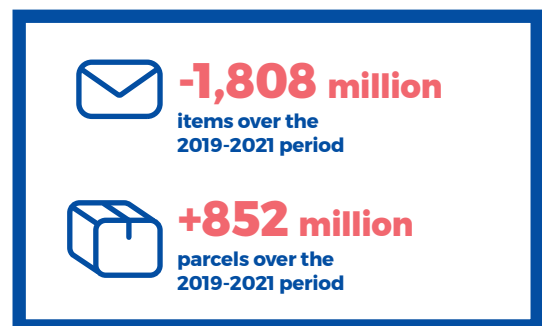
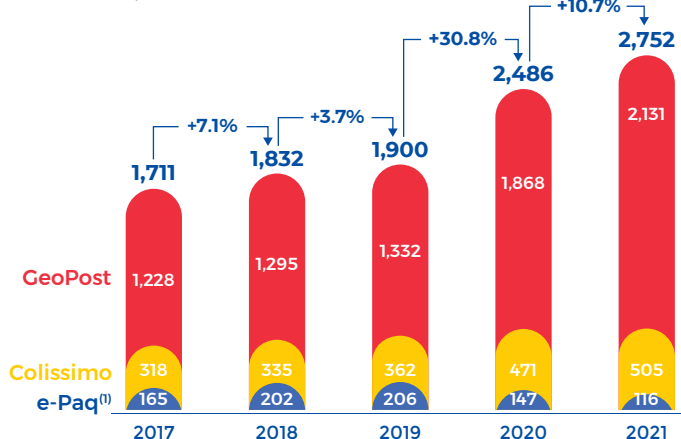
Continued drop in mail despite a partial catch-up due to a favourable base effect in H1

(In millions of items)



Parcel volumes at the highest level

(In millions of parcels)



For more information, La Poste Groupe's Universal Registration Document is available online at <https://www.groupelaposte.com/en/financial-publication>

A large multi-business services group

€34.6 billion

in operating revenue,
i.e. up by 11.0% and 9.6% at constant
scope and exchange rates



A player
in **proximity**
services

+32,000 La Poste retail outlets

6/7 days: postmen
serving households

4 public service missions
at the heart of
the Group's identity
and societal commitments

- Universal Postal Service
- Press transport and delivery
- Regional planning and development
- Banking accessibility

An international group
present in around **50** countries
on five continents

41%
of international
operating revenue



Committed
men and women

244,980 employees
(192,649 in France, 43,929 in the rest of Europe
outside France and 8,407 in the rest of the world).

Solid
shareholding
structure

La Poste, a public limited company with
a Board of Directors, with as shareholders:
French State **34%**
and Caisse des Dépôts **66%**

**LA POSTE BECAME A COMPANY WITH A MISSION
IN 2021**

FINANCIAL PERFORMANCE

€3.4 billion

in operating profit
vs €3.1 billion in 2020

**An increase of
€282 million
or €3.1 billion**

at constant scope and exchange
rates and excluding the effects
of the first consolidation
of CNP Assurances

€2.1 billion

in net profit Group share Stable
and up by €3.5 billion at constant
scope and exchange rates and
excluding the effects of the first
consolidation of CNP Assurances

+€248 million

in free cash flow
vs -€510 million at 31/12/2020

€10.2 billion

in net debt
vs €8.8 billion at 31/12/2020

€20.9 billion

in equity
vs €18.4 billion at 31/12/2020

3.6

in net debt / adjusted EBITDA
vs 7.1 at 31/12/2020

NON-FINANCIAL PERFORMANCE



Working to accelerate the environmental transition for all

- Zero Net carbon commitment before 2050
- SBTi-certified GHG trajectories in compliance with the Paris Agreement for La Poste SA and La Banque Postale
- La Banque Postale will phase out fossil fuels by 2030
- Deployment of low-emission urban delivery
- Biodiversity diagnosis and policy



Promoting ethical, inclusive and frugal digital services

- Over 500,000 digital identities created
- 400,000 people supported, trained or equipped



Improving social integration inclusion

- 1,800 new hires under the age of 25, including 8% from urban priority neighbourhoods
- Number one employer of disabled people with a BOE rate of 8.6%
- 1.4 million customers benefiting from the banking accessibility mission
- 1,300 active partnerships with SSE structures



Contributing to regional development and cohesion of the regions

- Strengthening the combined power of physical, digital and human networks
- Incorporate 10% of CSR criteria in all supplier consultations

A recognised societal commitment



Moody's ESG solution

La Poste Groupe ranks as the **world's leading company**, all sectors combined, for the third consecutive year, and La Banque Postale as **first in the world** in the banking sector



La Poste Groupe and La Banque Postale placed on **LIST A**, i.e. among the world's leading companies for their climate commitment

1.1.2 RECOGNISED NON-FINANCIAL PERFORMANCE

For several years now, La Poste Groupe has had a proactive approach to assessing its ESG performance and is regularly assessed by six organisations⁽¹⁾. This enables it to ensure the quality of its overall corporate social responsibility approach and to remain vigilant about all CSR requirements and issues. In 2021, the ESG rating agencies once again praised La Poste Groupe's momentum for progress. This recognition resonates even more within the

group in 2021 as the **composite index made up of CDP, EcoVadis and Vigeo Eiris ratings is part of the monitoring indicators of the new strategic plan**. As a component of the management roadmap, business ethics, climate change, responsible customer relations, human capital and societal commitment are part of the group's performance measurement.



1.1.3 GREEN BOND ISSUES

La Poste Groupe participates in the green bond market to finance its own energy and environmental transition projects and those of its customers. Two 10-year green bonds were issued by La Poste Groupe and La Banque Postale and were largely over-subscribed.

The group's green bond⁽²⁾ (amount of €500 million issued in November 2018) made it possible to finance projects in clean transport, green buildings and renewable energy. 12,232 metric tonnes of CO₂ were avoided in one year⁽³⁾.

La Banque Postale (amount of €750 million issued in April 2019) intends to become a regular issuer in the green, social and sustainable bond market. As such:

- the inaugural green bond of €750 million⁽⁴⁾ 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⁽⁵⁾) were issued in 2020 to retail banking customers (€77 million) and La Banque Postale private banking customers (€50 million) as well as two private placements for a total of €12 million for local authorities. These four issues refinance sustainable mobility projects.

(1) The non-financial ratings of La Poste Groupe are available on the website <http://www.lapostegroupe.com>.

(2) 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/DPDgroup, Véhiposte, La Poste Immobilier 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).

(3) Based on the GHG protocol measure developed by the World Resources Institute and the World Business Council for Sustainable Development.

(4) 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>.

(5) EMTN: European Medium Term Note.

1.2 A COMPANY WITH A MISSION

1.2.1 A PURPOSE FOR LA POSTE AND ITS EMPLOYEES

In June 2021, **La Poste became one of the first public sector companies to adopt the status as “Entreprise à mission” (a company with a mission)**, created by the Pacte Act of 22 May 2019.

La Poste Groupe 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: environmental, regional, demographic (including ageing) and digital transitions.

Developed by involving the multiple stakeholders in the group's activities, validated by the Board of Directors on 25 February 2021 and now included in La Poste's Articles of Association, the purpose summarises the essence and goal of La Poste'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:

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 La Poste Groupe provides have expanded; the group's public service missions have themselves undergone changes. But La Poste Groupe'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, La Poste Groupe addresses the multitude in a spirit of civic equality and territorial equity. From the diffusion of cheques in 1919 to the exemplary expansion of La Poste Groupe'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, La Poste Groupe 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;
- 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 driving forces;
- La Poste builds trusting relationships with its **suppliers and subcontractors** within the region, of which 80% are start-up, 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.

1.2.2 SOCIAL AND ENVIRONMENTAL OBJECTIVES INCLUDED IN LA POSTE'S ARTICLES OF ASSOCIATION

The adoption of the status as a company with a mission resulted in an amendment to the Company's Articles of Association to include the purpose of the Company as well as four social and environmental objectives, which represent the group's commitments to society as a whole:

- contributing to the development and cohesion of regions;
- improving social inclusion;
- promoting ethical, inclusive and frugal digital services;
- working to accelerate the environmental transition for all.

For more information :



See the first La poste Groupe's Mission Committee Report on the group's website

1.3 AN INTEGRATED APPROACH DRIVEN BY THE GROUP'S STRATEGIC ORIENTATIONS

1

La Poste Groupe has identified four major transitions, considered as challenges and opportunities for growth.

Four societal transitions	Digital transition	Environmental transition	Regional transition	Demographic transition
	<ul style="list-style-type: none"> ● Business model disruption ● Transformation of customer relations and working methods ● Digital exclusion 	<ul style="list-style-type: none"> ● Climate change ● Loss of biodiversity ● Degradation of air quality ● Waste management, etc. 	<ul style="list-style-type: none"> ● Reindustrialisation and relocation of production ● Population movements to medium-sized cities with the extension of teleworking ● Territorial divides and the future of rurality 	<ul style="list-style-type: none"> ● Population ageing ● Vulnerability of the youngest ● Changes in consumption patterns, etc.
Challenges and risks for La Poste Groupe	<ul style="list-style-type: none"> ● Attrition of mail volumes ● Decrease in post office footfall ● International competition in the Parcels business ● Intermediation 	<ul style="list-style-type: none"> ● Restricted access to city centres ● Alignment with the European green taxonomy ● Reputation 	<ul style="list-style-type: none"> ● Maintaining access to services and postal coverage ● Adaptation of forms of presence and terms of service 	<ul style="list-style-type: none"> ● Transformation of uses
Opportunities for La Poste Groupe	<ul style="list-style-type: none"> ● Boom in e-commerce, development of parcel shipments and services to e-merchants ● Online services boom ● Need for digital trust ● Simplifying access to services and optimising the customer experience 	<ul style="list-style-type: none"> ● Pioneering position ● Reputation and customer preference ● Urban logistics ● Reverse logistics and logistics for the circular economy ● Supporting regions and customers in their transition ● Implement public policies 	<ul style="list-style-type: none"> ● Local partnerships for the transformation of the postal coverage ● Financing of local public policies ● Identity as a close, responsible and trusted player ● Strength of the La Poste Network 	<ul style="list-style-type: none"> ● Development of home services for seniors (e.g. delivery of meals and medicines, home health services, etc.) and other consumer segments

1.3.1 DEPLOYMENT OF THE STRATEGIC PLAN “LA POSTE 2030, COMMITTED FOR YOU”

2021 was marked by the deployment of the new strategic plan “La Poste 2030, committed for you”. By 2030, La Poste Groupe wants to be “the leading European platform for links 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 transformations”. To achieve its ambitions and achieve this objective of profitable growth, La Poste Groupe has set itself seven strategic priorities and five group acceleration projects:



The group's societal commitment is at the heart of the strategic plan “La Poste 2030, committed for you”. The purpose and the four social and environmental commitments enshrined in La Poste's Articles of Association feed into each of the priorities of the strategic plan and the Company's social and societal ecosystem, with a desire for positive impact and involvement of all stakeholders.

The four specific commitments that embody its contribution to the common good of society as a whole aim to:

- contribute to the development and cohesion of the regions (Section 2);

- promote social inclusion (Section 3);
- promote ethical, inclusive and frugal digital services (Section 4);
- accelerate the environmental transition for all (Section 5).

The group's social policy is both a lever and a foundation for its transformation (see Section 6).



For more information about strategic orientations, see also pages 16 to 21 of La Poste Groupe's Universal Registration Document.

1.3.2 HIGH-LEVEL COMMITMENTS

The social, societal and environmental commitments that the group has set itself the task of pursuing within the framework of its activity, within the meaning of 2° of Article L. 210-10 of the French Commercial Code, are broken down into ambitions for 2030. They correspond to the positive impact that the group intends to continue to produce for society as part of its development.

They enable La Poste Groupe to contribute to the **UN Sustainable Development Goals (SDGs)**. Eight SDGs are at the heart of the group's priorities:

- **SDG 4:** Quality education;
- **SDG 7:** Clean and affordable energy;
- **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.

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

Given the adoption of the status as a company with a mission, the monitoring indicators were defined in 2021 with the Mission Committee (Stakeholders Committee) and published in the Mission Committee's first report and will be presented, with the first results, in 2022.

As part of its membership of the United Nations Global Compact, the group publishes an annual communication on its progress at the advanced level.

The group's societal commitment is based on international guidelines, in particular:

- the United Nations Global Compact (since 2003);
- the Universal Declaration of Human Rights;
- the OECD guidelines;
- the fundamental conventions of the International Labour Organization (ILO);
- the UNI Global Union (signed by GeoPost/DPDgroup in 2017);
- the *Forum des entreprises engagées* (the Forum of committed companies) (in terms of ethics).

In France, La Poste is a signatory of the Charter for Diversity, the Parenthood Charter, the Apprenticeship Charter and the Charter of the Union of Advertisers (UDA).

In terms of the **fight against climate change, protection of the environment and biodiversity**, La Poste Groupe sets out its commitments within the following frameworks:

- RE 100 since 2016;
- Sector commitment of the IPC and the Universal Postal Union (UPU);
- French climate pledge;
- Supporter of the Task Force on Climate-related Financial Disclosures (TCFD) since July 2019;
- Corporate commitment program (SBTi for nature) January 2021;
- Science Based Targets (carbon trajectories of La Poste SA and La Banque Postale, respectively validated in 2019 and 2021);
- "Business Ambition for 1.5°C" pledge of the SBTi, October 2021;
- Commitment with WWF France towards zero carbon delivery;
- In 2021, La Poste committed to being the first company with a certified trajectory "SBT for resources".

In the field of **digital services**, La Poste Groupe sets out its commitments within the following frameworks:

- Responsible Digital Charter (2019);
- Inclusion Manifesto (2019);
- Planet Tech Care Manifesto (2020).

La Banque Postale (and its subsidiaries LBP AM and CNP Assurances), which has been publicly involved since its creation in numerous industry initiatives to promote more sustainable finance, joined the following industry initiatives in 2021:

- Net Zero Banking Alliance;
- Net Zero Asset managers Initiative;
- Finance for Biodiversity Pledge;
- CDP signatory;
- PRB Commitment to Financial Health and Inclusion.



For more information on the sustainable finance commitments, see page 426 of La Banque Postale group's Universal Registration Document.

Public positions supported by the group

La Poste closely monitors changes in the postal legislative framework. It responded to several commission consultations on the assessment of the regulation on cross-border parcel delivery and on the assessment of the Postal Services directive. In line with the evolution of its activities, La Poste has been heavily involved in issues relating to the digitisation of the economy, the directive on privacy and electronic communications, and the implementation by the various regulatory authorities of the general regulation on the protection of personal data, the White Paper on artificial intelligence, on cybersecurity, the revision of the Electronic Identification, Authentication and Trust Services Regulation (eIDAS).

With regard to environmental and social issues, La Poste has positioned itself on the "Climate Ambition 2030" action plan, the renovation of buildings, the non-financial 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. La Poste Groupe also contributed to the revision of the regulations on reducing packaging waste.

The will to drive change ^{SDG 17}

It is within the framework of an ever wider community that La Poste Groupe is working to reflect on and build the "world after" with the desire to bring about change. 2021 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, biodiversity and inclusive growth. In the exercise of its social responsibility, La Poste Groupe (at the level of the group, the business units or the subsidiaries, supported by members of the Executive Committee or committed employees) 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.

Illustration of the associations and think tanks in which the group participates

<i>Club développement durable des établissements et entreprises publics</i> (Sustainable Development Club for Public Establishments and Companies – CDDEEP)	Participation in plenary sessions and working groups on the UN's SDGs Contribution to the CDDEEP's proposal for the French government's conference on mobility (<i>Assises de la mobilité</i>)
<i>Alliance pour le mécénat de compétences</i> (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 survey on skills-based sponsorship One member of the Board of Directors
<i>Laboratoire des entreprises engagées</i> (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 job seekers in the context of responsible practices A person from La Poste Groupe sits on the Board of Directors of Lab2e
<i>Les entreprises pour la cité</i> (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 socially-responsible investment Participation in working groups – Sharing experience between companies
<i>Collectif génération responsable</i> (Responsible generation collective)	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 association organises an annual Distribution Forum in which the Retail Customer and Digital Services business unit participates.
Alliance ComptaRegeneration 2020	Since its launch at the end of 2019, La Poste Groupe joined this think tank on the role of accounting in the environmental and societal transition. In addition to providing financial support for the work, members of the group and La Banque Postale participate in the meetings

Responsible digital services

<i>Institut du numérique responsable</i> (Institute of responsible digital services – INR)	La Poste is one of the founder members of the Green IT Club created in 2011. In January 2019, the Club became <i>Institut du numérique responsable</i> to incorporate the "3P" vision (Publication of 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 INR, La Poste also fulfils numerous requests from companies, think tanks, workshops, user clubs and others to provide information on responsible digital use
<i>Association des directeurs de systèmes d'information de grandes entreprises françaises</i> (Association of information systems directors of large French companies – CIGREF)	Participation in work on digital, ethical and responsible issues Co-editor of the digital sobriety report
<i>Conseil national du numérique</i> (National digital council – CNNum)	Participation in the work of CNNum on the digital and environment roadmap to implement the recommendations of the white paper of the same name
GAIAx	Docaposte, a long-standing trusted third party, is a founding member of this Cloud infrastructure driven by European values in terms of data management, transparency and the use of international standards
<i>Fondation internet nouvelle génération</i> (New Generation Internet Foundation – FING)	Participation in the work of the RESET and CAPACITY LAB programme (research agreement): intercompany working group on digital inclusion

Illustration of the associations and think tanks in which the group participates

Social and regional cohesion

Le Rameau	Dynamic Alliance research and support
OBSAR	<i>Observatoire des achats responsables</i> (Responsible purchasing observatory)
Pas@pas association	The fight against social exclusion, contributing to the application of the law for equal rights and opportunities
EDH	To promote understanding and integration of human rights within companies: monitoring, sharing of practices, reflection on topics

Environmental transition

Airparif	The group is a member of this air quality monitoring association and sits on its Board of Directors
<i>Institut national de l'économie circulaire</i> (Institute of the circular economy – INEC)	The group is a founder of the institute and sits on its Board of Directors Co-construction of positions on the implementing decrees of the act on the circular economy, the draft finance act and the European taxonomy Testimonials in an INEC publication on the benefits and obstacles of circular industrial and economic models (group and Services-Mail-Parcels business unit) Participation in a debate on cities in circular transition (Stuart)
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 participate in peer-to-peer meetings
<i>Fondation nationale entreprises et performances</i> (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
La Fabrique Écologique	La Poste Groupe is a member of the LFE Steering Committee. La Poste contributes to the publications and discussions of this cross-party organisation aimed at promoting the environment and sustainable development
<i>Laboratoire de la mobilité inclusive</i> (Inclusive Mobility Laboratory – LMI)	La Poste Groupe is a member of LMI. Since its creation in 2013, the LMI has supported the development of mobility for all. LMI is positioned as a centre of resources and expertise and as an institutional partner, a key player in the public debate
<i>Entreprises pour l'environnement</i> (EpE)	Participation in the “Climate Change”, “Resources”, “Biodiversity” and “Environment and Health” Commissions 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 La Poste Groupe (Véhiposte) on the Board of Directors, on the Institutional Relations Committee and in thematic groups Lobbying for the electric vehicle sector (in the context of the recovery plan and annual budget act)
<i>Club des voitures écologiques</i> (CVE) and <i>Club du dernier kilomètre de livraison</i> (CDKL) (led by Compupublics)	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)
<i>Institut français pour la performance du bâtiment</i> (IFPEB)	La Poste Immobilier is an active member and director member, a member of the low-carbon specifiers hub and Reuse Booster, participates in the CUBE 2020 competition and contributes to workshops on energy flexibility, reuse, life cycle analyses and the E+C- label
“Large users” group, <i>Observatoire de l'immobilier durable</i> (OID)	La Poste Immobilier is a participating member and a Board member Practice-sharing and promoting sustainable development in real estate Contribution to the survey of the environmental performance of tertiary buildings
ENERPLAN Renewable solar energy union	La Poste is a member of ENERPLAN. La Poste Immobilier and LBP BFI are particularly active in this area.
<i>Science-Based Targets Network</i> (SBTN)	La Poste Groupe joined the SBT Network's Corporate Engagement Program in January 2021, in order to participate in the co-construction of the Science-Based Targets for Nature guidelines, which could lead to the definition of an SBT reference framework for resources
<i>Comité de liaison des entreprises consommatrices d'électricité</i> (Electricity Consumers Liaison Committee – CLEEE)	La Poste, through La Poste Immobilier, is a member of CLEEE, which brings together companies that consume large amounts of electricity in different areas

1.4 A BUSINESS MODEL SERVING VALUE CREATION

Our ambition: Be the No. 1 European platform for links and exchanges, human and digital, green and at the service of our customers in their projects and of society as a whole in its transformations.

CHANGES IN SOCIETY

Digital transformation

Environmental transition

Regional transition

OUR RESOURCES

Human resources

- 244,980 employees, including 21.4% outside France including 10,000 in the IT business lines (data/AI)

Industrial capital

- Over 3,400 processing centres, preparation and delivery platforms and hubs
- Nearly 93,000 vehicles, 38% electric vehicles *
- More than 11,000 buildings nationwide, 85% of which are supplied with electricity from renewable sources
- Digital infrastructures (hosting, datalakes)

* electric vehicles: light commercial vehicles, Staby, electric trolleys, heavy goods vehicles

Societal and relationship capital

- More than 17,000 retail outlets
- More than 61,000 pick-up and drop-off points in Europe
- A responsible purchasing policy
- Digital identity certified by the French National Cybersecurity Agency (ANSSI)

Financial capital

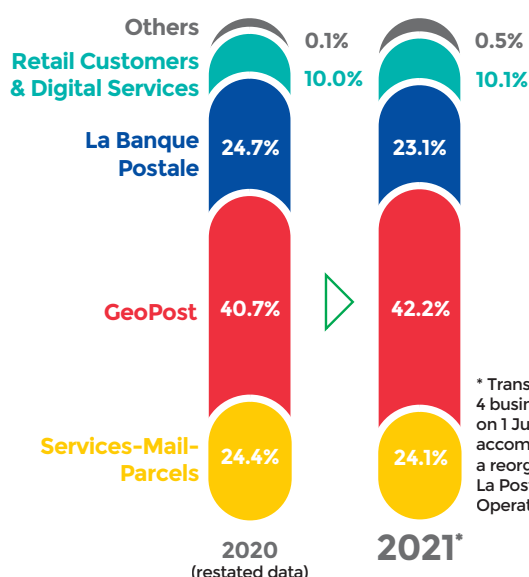
- Stable and long-term shareholding (100% public capital)
- €20.9 billion in equity

Intellectual capital

- Image of trust, proximity
- Brand portfolio
- Innovation (e.g. La Poste Ventures)

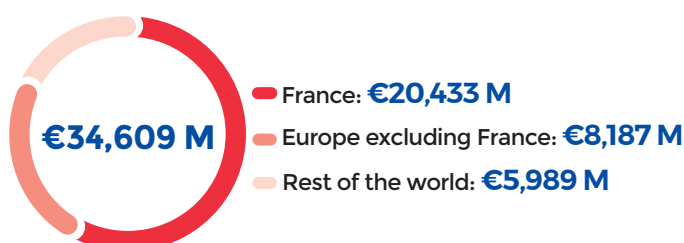
A multi-activity business model

€31.2 bn Operating revenue €34.6 bn



International activities, a key area of development

41% of 2021 operating revenue



A new status as an "Entreprise à mission", 4 commitments

- Contributing to the development and cohesion of the regions
- Improving social inclusion
- Promoting ethical, inclusive and frugal digital services
- Working to accelerate the ecological transition for all

CHANGES IN LA POSTE GROUPE'S ACTIVITIES

Demographic transition

Durably low
interest ratesSharp decline
in mail volumesAccelerated growth
in parcels

La Poste Groupe 2030, committed for you

OUR VALUE CREATION

7 priorities serving one goal:
Be a profitable growth company,
which has successfully transformed
into a sustainable business model.

**Customer**

Serve customers at the highest level of quality and innovating to 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 services**

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**

Assert itself in its new status as an "entreprise à mission". Provide proof of its civic, social and societal responsibility.

**International**

Go beyond geographical borders by capturing international growth.

**Labour-management agreement and managerial culture**

Strengthen the pride and commitment of postal workers, roll out the 2021-2023 employee agreement « La Poste, committed with postal workers » and implement a more agile organisation.

For the planet

- Climate strategy in line with the Paris Agreement
- Deployment of low-carbon urban logistics
- Close to **115,000 metric tonnes** of materials collected for recycling and reuse
- Assets under 100% SRI management

For the regions

- **97%** of the population within 5 km or 20 minutes by car from a retail outlet in France
- **€17 bn** in financing granted to the local public sector
- Financing of the local public sector

For our customers

- Over **18 billion** items delivered in 2021
- **1.1 billion** visits per year to laposte.fr, one of the most visited sites in France
- **1.4 million** customers benefiting from the banking accessibility mission
- Digital parcel and mail tracking

For our employees

- Gender equality index of 94/100
- Digital, AI, Data training
- High level of employee commitment measured in the annual survey

For our suppliers

- **87%** of VSEs / SMEs / ISEs among our suppliers and subcontractors

For our shareholders and investors

- CDP List A, Platinum according to EcoVadis and 1st in the Vigéo Eiris world ranking
- S&P A+, Fitch Ratings A+

4 modernised public service missions

Universal Postal Service*



Regional planning



Press transport and delivery



Banking accessibility*

* The financial support granted by the French State in connection with these missions was resized in 2021

1.5 STRUCTURED GOVERNANCE

1.5.1 GOVERNANCE BODIES TCFD 1.A, 1.B

To conduct and coordinate its corporate social responsibility policy, the group has put in place a governance system to mobilise employees and each business unit and subsidiary to contribute to its commitments in ways specific to its activities, on the basis of a common core of orientations and values. The governance bodies are responsible for defining the group's CSR policy.

The interdependent nature of the environmental, social and societal issues serves the group's resilience and stakeholder satisfaction. It is supported by all company levels and functions.



See La Poste Groupe's 2021 Universal Registration Document, Section 4.1 "Governance structure". All of La Poste Groupe's corporate governance bodies are described in detail. The processes that place environmental and societal issues at the heart of their concerns are outlined below.

(1) The Stakeholders' Committee is not a Board of Directors Committee; it acts as a mission Committee within the meaning of the Pacte law, responsible for monitoring the implementation of its commitments as a company with a mission.

The Board of Directors and its special Committees

The **Board of Directors** of La Poste Groupe, chaired by Philippe Wahl, Chairman and Chief Executive Officer of the group, plays a decisive role in defining La Poste Groupe's strategic orientations in a logic of resilience and daily usefulness, backed by the group's public vocation and its ambition to serve the common good. The

variety of profiles, experiences and skills of the members of the Board of Directors ensures that the challenges posed by changes in the environment are covered and expressed in the new strategic plan.



Skills of the members of the Board of Directors

Skills of the members of the Board of Directors



Functional expertise on the main ESG risks and opportunities



Functional expertise



The Board of Directors is composed of 21 members and 3 non-voting members and allows a wide representation of interests since it has:

- 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 Baillencourt, Ms Chapron-du Jeu, Ms Lejbowicz, Ms Malrieu, Ms Mayenobe, Ms Waysand and Mr Lemoine, Mr Lombard, Mr Mareuse, Mr Saintoyant, Mr Sichel);
- 7 representatives elected by the employees (Ms Baudry, Ms Fimbel, Ms Fleurence, Ms Joseph and Mr Chevet, Mr Haspot, Mr Reis);
- 3 non-voting members, including two representatives of the municipalities and groups of municipalities (Mr Gil Avérous and Mr Patrick Molinoz) and one representative of the users (Ms Duriez).

FIVE SPECIAL COMMITTEES

Audit Committee composed of five members met seven times in 2021 with an attendance rate of 88%	Strategy and Investment Committee composed of ten members met nine times in 2021 with an attendance rate of 85%	Appointments, Compensation and Governance Committee composed of four members met twice in 2021 with an attendance rate of 87.5%	Quality and Sustainable Development Committee composed of seven members (including one non-voting member) met four times in 2021 with an attendance rate of 94%	Public Service Missions Committee composed of seven members (including three non-voting members) met four times in 2021 with an attendance rate of 100%
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The **Quality and Sustainable Development Committee, chaired by Ms Marie-Pierre de Baillencourt**, is responsible for making recommendations to the Board of Directors in order to prepare its work. The Quality and Sustainable Development Committee ensures that social and environmental challenges are treated consistently in the group's strategy, and assists the Board of Directors in analysing:

- 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;⁽¹⁾
- the well-being of those working at La Poste as well as best practice in this regard.

In 2021, the Quality and Sustainable Development Committee reported four times to the Board of Directors on the following topics:

- validation of the 2020 results and 2021 objectives in terms of customer satisfaction and societal commitment, included in the Chairman's roadmap;
- roadmap of the strategic plan and impact on the work programme in terms of customer satisfaction and societal commitments;
- the ombudsman's annual report;
- the annual report on societal commitment;
- the reflection on the indicators of the strategic plan relating to quality of life at work;
- the reflection on the NPS as a strategic indicator for monitoring customer satisfaction;
- the summary of the customer satisfaction initiatives undertaken since the publication of the strategic plan;
- inclusion of CSR decisions in the 2030 strategy.

In addition, a **Board of Directors seminar** was devoted to the group's decarbonisation strategy on 24 June 2021. ^{TCFD 1.A}

The **Public Service Missions Committee, chaired by Mr 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 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 ambitions for 2030 and the objectives for 2025 of the new strategic plan;
- **the Chairman and Chief Executive Officer's monthly dashboard;**
- **monitoring of the business units' CSR results** as part of their performance monitoring;
- **during the assessment of all external growth or strategic investment projects** in terms of amounts or issues and where the economic, social and environmental impacts are analysed;
- **in the Chairman's roadmap, which includes the composite index for monitoring non-financial ratings and GHG reduction trajectories.**

CALCULATING THE COMPOSITE INDEX

Calculated since 2017, the non-financial composite rating index reflects the group's societal and environmental performance and represents 5% of the Chairman and Chief Executive Officer's targets. Refocused on three agencies from 2021 (Vigeo Eiris, EcoVadis and CDP), this indicator stood at 84 in January 2022

(vs 80.5 in January 2021). It is one of the five key major success indicators of the new strategic plan, which aims to consolidate La Poste Groupe's position as a benchmark in terms of civic, social and societal responsibility.

(1) In particular, it reviews the CSR policy and results, defines proposals to the Board of Directors concerning the objectives (low threshold, target threshold, high threshold) of the performance indicators concerning the climate and non-financial performance as assessed by the rating agencies (composite index).

La Poste has set up a **Stakeholders Committee** responsible for monitoring the implementation of the commitments made in respect of its status as a company with a mission. Acting as a Mission Committee within the meaning of the Pacte Act, this Committee brings together qualified individuals representing La Poste's stakeholders. Having met three times in 2021, it worked on the definition of the relevant indicators for the monitoring of the mission and the social and environmental objectives set out in the Articles of Association. It is composed of 17 members, including 8 from the Board of Directors of La Poste Groupe and 9 qualified external persons.

Members from the Board of Directors

Philippe WAHL, Chairman and CEO of La Poste Groupe
 Franck GERVAIS, representative of the French State
 Catherine MAYENOBÉ, General Secretary of the Caisse des Dépôts group
 Gil AVEROUS, Mayor of Châteauroux
 Martine DURIEZ, representative of the French Federation of Rural Families (*Fédération des familles rurales*)
 Patrick MOLINOZ, Mayor of Venarey-les-Laumes
 Stéphane CHEVET, employee director
 Franck HASPOT, employee director

Qualified external persons

Christian GOLLIER, economist
 Claudia SENIK, economist
 Nathalie BALLA, Chairwoman and CEO of La Redoute
 Jacques LEVY, geographer
 Marie TRELLU-KANE, member of the French Economic, Social and Environmental Council (*Conseil économique, social et environnemental* - CESE), Chairwoman of Unis-Cité
 Laetitia PUYFAUCHER, founder of Pelham Media Ltd
 Géraud GUIBERT, Chairman of La Fabrique Écologique, Senior Advisor to the French Court of Auditors
 Fatima RIAHI, Director of Jardins de la Montagne Verte
 Nathalie RASTOIN, Chairwoman of Polyane

In accordance with the principle of diversity, ten members of La Poste's Board of Directors are women. They hold 47.6% of the seats on the Board of Directors, or 42.9% of the seats when excluding, as specified in the Copé-Zimmermann Act, the representatives of trade unions.

Percentage of women in governance bodies	From 4 March 2020 ^(a)	From 27 January 2021	March 2022
Board of Directors (directors, excluding non-voting members) ^(b)	50%	42.9%	42.9%
Quality and Sustainable Development Committee	66.6%	71% ^(c)	71%
Public Service Missions Committee	50%	57% ^(d)	43%
Appointments, Compensation and Governance Committee	20%	25%	0%
Audit Committee	40%	20%	20%
Strategy and Investment Committee	33.3% ^(e)	60%	60%
Executive Committee	30%	22.2%	22.2%
As a reminder: percentage of women	52.5%	52.5%	52.7% ^(f)

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

(b) Excluding employee representatives (in accordance with the Copé-Zimmermann 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.

(f) 52.7% La Poste, 50.9% France group and 47.4% Europe group. See Section 6.1.2 "Workplace equality".

With regard to the assessment of the **compensation of the Chairman and Chief Executive Officer and the members of the Executive Committee**,⁽¹⁾ it should be noted that La Poste has a single 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.

TABLE PRESENTING THE RATIO BETWEEN THE COMPENSATION OF THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER AND THE COMPENSATION OF THE COMPANY'S PERSONNEL OVER FIVE YEARS

	2021	2020	2019	2018	2017
Ratio between the compensation of the Chairman and CEO and the average compensation of La Poste's employees	14.2	14.3	14.5	14.7	14.9
Ratio between the compensation of the Chairman and CEO and the median compensation of La Poste's employees	17.0	17.1	17.2	17.3	17.5

(1) For more information, see Section 4.3 "Compensation and benefits" in La Poste Groupe's Universal Registration Document.

The inclusion of CSR criteria in the management compensation system supports this valuation of ESG performance. At group level, the Chairman's roadmap breaks down into compensation criteria for:

- 25% of the variable compensation of Executive Committee members;
- 35% of the variable compensation of other senior and strategic executives at the head office;
- 10% of the variable compensation of other business unit senior and strategic executives (with the exception of strategic executives of the Services-Mail-Parcels business unit).

The criteria used depend on the achievement of the objectives of the new strategic plan, including the CSR ambitions, and each determine 25% of the "Chairman's roadmap" portion:

- the achievement of the "a responsible, citizen group" objective, including:
 - customer satisfaction (5%),
 - reduction in the group's net GHG emissions (5%),
 - decrease in the frequency of accidents at work (5%),
 - the "Quality of life at work" rating (5%),
 - the improvement in non-financial rating agency scores, (5%);
- the achievement of the "a multi-business group going digital" objective.

CSR is also disseminated more extensively from year to year in managerial practices, including:

- strengthening of CSR criteria in the compensation policies of the Services-Mail-Parcels business unit and La Banque Postale;
- 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 thereto;
- the gradual integration of ESG issues into the group's merger & acquisition policy in the first half of 2022 (the M&A function and processes are being equipped to qualify the CSR risks of the targets and to assess their CSR policies as part of the due diligence carried out by the group);

- the setting by the purchasing function of a target for 2025 of 100% of consultations subject to CSR criteria (weighting at 10% of the supplier assessment score);
- the analysis of the offers' CSR performance made systematic in the Services-Mail-Parcels and DPDgroup business units. This assessment of the CSR performance of offers and services is supplemented by significant support for the marketing function (training and monitoring of the offer) to ensure that CSR is taken into account before and during the marketing of the offers;
- the integration of CSR performance criteria in the assessment process of strategic projects by the business units' DFIs.

Employees are closely involved in **participatory innovation**, a long-standing initiative at La Poste. In particular, the efforts are focused on setting up local and national challenges and events to value the group's innovators.

Intrapreneurship is supported by the "Impulser 2030" programme. It aims to explore new businesses and benefits from a dedicated platform.

CSR steering bodies

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. This management by group's bodies enables each business unit and subsidiary to contribute to the 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 15 years, is a factor of the successful inclusion of corporate social responsibility in the group's strategy, initiatives and management.

The governance bodies are responsible for defining the group's 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.

Societal Commitment Department (SCD)

The Societal Commitment Department:

- 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 activities are developed in accordance with its principles of responsible development;
- maintains the quality of non-financial 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
<ul style="list-style-type: none"> ● Define the group's CSR policy, oversee it and report to stakeholders ● Monitor changes to legislation and regulations pertaining to CSR ● Put forward the CSR policy to the Executive Committee for approval ● Develop the societal and environmental reputation ● Promote the CSR culture ● Advise and share expertise with group entities regarding their own corporate social responsibility 	<ul style="list-style-type: none"> ● Make quality and customer experience management a differentiating factor ● Implement quality policies ● Assess how effective they are ● Provide expertise to group entities ● 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 	<ul style="list-style-type: none"> ● Contribute to the group's growth through knowledge of SSE ● Share knowledge of the SSE ecosystem, identify partners' expectations and needs ● Connect SSE players with postal entities ● Promote social innovation with SSE by developing innovative group projects

Networks of CSR officers in the business units and subsidiaries
Mission of the CSR Departments of the 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.

Mission of the group's regional delegations:

- support these representatives;
- connect sites and local stakeholders.

MAIN CSR MANAGEMENT BODIES
Quality and Sustainable Development Committee

(Board of Directors' Committee – 4 meetings in 2021)

This Committee:

- reviews strategic orientations;
- monitors the CSR policy achievements and the results of non-financial ratings;
- prepares Board of Directors debates and issues recommendations on quality and sustainable development.

Activity in 2021: The Quality and Sustainable Development Committee examined in particular the group's CSR policy, the net promoter score as a strategic indicator, the initiatives in terms of customer satisfaction, and the ombudsman's report.

Public Service Mission Monitoring Committee

(Board of Directors' Committee – 4 meetings in 2021)

Composition: external and internal experts.

This Committee:

- prepares the work of the Board of Directors;
- makes any useful recommendations to the Board on any issue concerning La Poste's four public service missions, as defined by law and specified in the Public Service Agreement.

Mission Committee/Stakeholders Committee

(3 meetings per year)

Composition: 17 members including the Chairman and Chief Executive Officer of the Company – who chairs the Committee – a director representing the French State, a director representing Caisse des Dépôts, two non-voting members representing municipalities on the Board of Directors, a non-voting member representing users on the Board of Directors, two employee 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.

Activity in 2021:

- definition of the indicators for monitoring the mission and the social and environmental objectives set out in the Articles of Association;
- preparation of the Mission Committee's first annual report, appended to the management report for 2021.

An independent third party will be appointed in 2022 to verify the execution of the mission in accordance with the regulatory requirements.

CSR Committee

(10 meetings per year)

Composition: representatives of the group's Societal Commitment, Human Resources, Communications, European and International Relations, Finance and Strategy Departments and the Head of CSR of the business units and certain subsidiaries.

This Committee:

- submits the societal commitment policy to the Executive Committee;
- ensures that the commitments made by the business units and subsidiaries are consistent;
- assesses the group's performance;
- takes the necessary improvement measures;
- ensures that the group's CSR skills match its commitments.

Climate Risk Steering Committee – TCFD 1.A

(2 meetings per year)

Composition: representatives of the group's Societal Commitment Department, the Risk Department and the Finance Department.

This Committee:

- integrates climate risk into the group's risk management;
- ensures the operational implementation of the climate strategy;
- builds climate scenarios;
- ensures the operational implementation of the climate strategy;
- reviews the prioritised risks, the evolution of their rating and the associated risk management plans.

Activity in 2021:

- prioritisation of three adaptation risks based on an impact and probability analysis;
- integration of these three risks in three strategic climate scenarios in order to examine their impacts and intensity according to the conditions of risk realisation and based on two extreme scenarios.

Responsible Digital Committee

(4 meetings per year)

Composition: IT systems managers, CSR managers from the various IS, CSR, purchasing and strategy functions, and around 50 people from the technical, logistical and human resources support functions in charge of the disability policy.

Mission: lead working groups on the 11 themes of Responsible Digital Services (see Section 4).

Activity in 2021:

- See Section 4.4 of this report.

Energy Strategy Committee

(1 to 2 meetings per year)

Composition: the group Strategy Department (in charge of coordination), heads of business units, business line experts, members of La Poste Groupe's Executive Committee (General Secretary, Chief Financial and Development Officer, Head of the Services-Mail-Parcels business unit).

Mission: discuss, validate and cross-manage the group's energy transition strategy for its own activities and to support its customers and regions.

Activity in 2021:

- Several projects and strategic studies carried out in 2021 (buildings and transport) which will be submitted to the Committee in 2022.

Energy and Ecological Transition Steering Committee

(2 to 3 meetings per year)

Composition: a dozen highly qualified external experts, the group Strategy Department (in charge of coordination), the Chief Financial and Development Officer of La Poste Groupe (sponsor), the Head of Societal Commitment, the Head of Communication, invited members of the Executive Committee (depending on the topics covered) and business line experts.

Mission: feed the group's discussions on strategic issues relating to the environmental transformation to remain a leader in environmental and energy issues in each of its business lines and support its customers and regions in their own transition.

Activity in 2021:

- Three Committee meetings, each with its own theme: sustainable logistics and delivery, sustainable finance, circular economy.

Prospective Committee

(Brainstorming meetings 7 to 10 times per year)

Composition: around 20 leading internal and external thinkers coordinated by the Head of Foresight and Research in the group's Strategic, Cross-Functional Partnerships and Innovation Department.

Missions: feed into strategy discussions with regard to the short-, medium- and long-term impacts of societal changes on the group, its activities, its organisation and the need to launch new innovations.

Activity in 2021:

- "Espaces temps" study (prospectives book + seminar + 3 lunches); Study on "progress"

Mandarin Committee (bimonthly)

Composition: Chief Executive Officer, Chief Financial Officer and Head of Strategic Investments of Caisse des Dépôts, Chairman and Chief Executive Officer, Executive Vice-President in charge of Finance and Development of La Poste Groupe, Chairman of the Management Board of La Banque Postale

Mission: monitor the industrial cooperation projects between La Poste Groupe and the Caisse des Dépôts group, some of which involve societal commitment (e.g. urban logistics, the France Services houses, the Silver economy and services to individuals, or the environmental and energy transitions).

Activity in 2021:

- Development of synergies between CDC and La Poste on the deployment of *Maisons France Services* and *Etapes Numériques*; Synergies on TEE (housing, mobility, energy)

Duty of Vigilance Steering Committee

(2 meetings in 2021)

Composition: the group Human Resources Department and the Societal Commitment Department (co-pilots), the Risk Department, the group Purchasing Department, the Ethics Department, and the Legal and Compliance Department.

This Committee:

- validates the duty of vigilance risk mapping (purchasing, employees, environment);
- monitors the deployment of the vigilance policies by the group's entities;
- decides on any corrective actions;
- discusses with the representative trade unions.

Activity in 2021:

- Transfer of management to the Compliance Department; risk mapping, updating of the internal control tool, monitoring and stakeholder relations, etc.

Purchasing Compliance Committee
(2 meetings per year)
Composition: the group Purchasing Department (pilot), purchasing compliance officers and heads of risk and internal control of the entities.

This Committee:

- assesses the compliance of purchases.

La Poste Purchasing Committee
Composition: the group Head of Purchasing (pilot), the group Head of Legal Affairs and Compliance, and a member of the General Economic and Financial Control Department.

This Committee:

- ensures that La Poste's purchasing rules are complied with, particularly in terms of fair treatment;
- submits an annual report to the Board of Directors, presenting the inclusion of sustainable development criteria.

France Customer Distribution Coordination Committee
(new in 2021 - 1 meeting in 2021)
Composition: the Retail Customers and Digital Services business unit, La Banque Postale, the Services-Mail-Parcels and GeoPost/DPDgroup business units, the group's Strategy Department and the group's Societal Commitment Department.

This Committee:

- prioritises projects and their promotion in communication to strengthen the appeal of the La Poste brand;
- organises cooperation between business units around the improvement of the customer experience and multi-activity distribution with a priority banking.

Circular Economy Strategic Working group
(2 to 4 meetings per year)
Composition: the group Societal Commitment Department and Strategy Department (both in charge of co-ordination), the group's European and International Relations Department, the CSR Departments of the business units and subsidiaries, representatives of the business units and subsidiaries.

Mission: build, develop and monitor the progress of the group's strategic roadmap on the circular economy; strategic, regulatory and innovation watch; share progress and obstacles and deepen possible synergies between the group's business units.

Activity in 2021:

- Strategic roadmap, reusable packaging, circular economy of IT equipment, eco-organisations.

Group Biodiversity Committee
(new in 2021 - 1 meeting in September - will meet 4 times per year)
Composition: all of the group's business units, the group Purchasing Department and La Poste Immobilier.

This Committee:

- establishes a diagnosis of the pressures exerted by the group on biodiversity;
- formalises the group's Biodiversity policy;
- formalises the group's roadmap for 2022/2023 and monitors it.

Activity in 2021:

- Launch of the assessment of the group's pressures on biodiversity and the drafting of its biodiversity policy.

EU Taxonomy Committee
(new in 2022 - 4 plenary Committees)
Composition: the Heads of the Financial Communication, Financial Control, Strategy and Societal Commitment Departments.

Mission: integration of new regulatory requirements, with triple expertise (sector, accounting and CSR).

Activity in 2021:

- Preparation of the items expected under the regulations, published in the Universal Registration Document (see pages 141 to 145).

Climate Fresco Committee
(new in 2022 - 1 meeting in 2022)
Composition: managed by the Societal Commitment Department, it brings together the Services-Mail-Parcels, Retail Customers and Digital Services and La Banque Postale business units and Institut Groupe.

This Committee:

- manages and coordinates the deployment to achieve the set ambition, validated by the Executive Committee;
- leads the community of internal facilitators;
- communicates about this programme.

Youth Integration Steering Committee
(8 meetings in 2021)
Composition: managed by the Societal Commitment Department, it brings together the HR Departments of the Services-Mail-Parcels, Retail Customers and Digital Services and La Banque Postale business units, Corporate, as well as the group employer brand and the representative of the Young GAP.

This Committee:

- coordinates and manages the deployment of fourth-year middle school interns;
- shares news in favour of the integration of young people.

Actions in 2021:

- Construction of the action plan for the reception of fourth-year middle school interns, testing of new partnerships (including *Tous en stage*), monitoring of the progress of the Youth GAP, launch of pilots with historical partners: second chance schools, local missions and Formaposte.

Inter-Business Unit Skills-Based Sponsorship Committee
(new in 2021 - 4 meetings in 2021)
Composition: managed by the Societal Commitment Department, it brings together the voluntary business units and subsidiaries: the Retail Customer and Digital Services business unit, the Services-Mail-Parcels business unit, La Banque Postale, GeoPost/DPDgroup, BPE and CSMSI.

This Committee:

- shares the actions related to the development of the programme;
- reports on the experiences of volunteers and associations;
- coordinates to best develop actions.

Actions in 2021: Sharing of the 2020 assessment, preparation of 2021 actions: WCUD, communication, etc.

Deployment of management systems and certifications

Since 2021, the group's Head of Societal Commitment has been a member of the Board of Directors of the French National Organisation for Standardisation (*Association française de normalisation* – AFNOR). In this respect, the group demonstrates its desire to participate in standardisation work on the fight against climate change, controlled digitisation and a more inclusive society.

Management system	Scopes covered at the end of 2021
Environment (ISO 14001)	<ul style="list-style-type: none"> ● 17 parcel platforms (100%), i.e. 3,466 people and 100% of the Services-Mail-Parcels business unit's parcel flows ● Postage stamp printing facility, i.e. 437 people ● 13 Docaposte sites, i.e. 35% of its operating revenue and 20% of its employees ● 585 GeoPost/DPDgroup sites, i.e. 65% of its operating revenue and 61% of its employees
Energy (ISO 50001)	<ul style="list-style-type: none"> ● 197 sites, i.e. 16.4% of the energy consumption of La Poste Immobilier's heritage buildings
Quality (ISO 9001)	<ul style="list-style-type: none"> ● 30 Docaposte sites ● The Services-Mail-Parcels business unit is certified across the entire scope of its activities: marketing, sales, production, quality and customer relationship management for the business unit's products and services, as well as the management of regional operations, integrating regional continuity and the international import activity ● 586 GeoPost/DPDgroup sites, i.e. 67% of its revenue and 65% of its employees
Security (ISO 45001)	<ul style="list-style-type: none"> ● 235 GeoPost/DPDgroup sites, i.e. 21% of the subsidiary's sites, 19% of its revenue and 11% of its employees ● 12 Docaposte sites, i.e. 35% of its revenue and 20% of its employees
Quality of customer experience (ISO 18295-1)	<ul style="list-style-type: none"> ● Docaposte

1.5.2 STRENGTHENED ETHICAL PRINCIPLES

In a context of increased demand from society for more transparency, responsibility and proximity, La Poste Groupe operates on competitive markets everywhere in Europe and worldwide. The group places respect for ethics at the heart of all its activities. When joining the Company, each La Poste employee takes an oath to "fulfil the duties entrusted to him/her with awareness, honesty and integrity".

Responsibility for the corruption prevention plan has been entrusted to the Ethics Department, with the support of La Poste Solutions Juridiques.

The ethics and professional conduct system is based on an approach backed by a set of internal and external standards.

External guidelines	Group internal guidelines	Entity internal guidelines
<ul style="list-style-type: none"> United Nations Global Compact Sustainable development goals of the United Nations Universal Declaration of Human Rights OECD Guidelines Conventions of the International Labour Organization (ILO) Recommendations from the <i>Agence Française Anticorruption</i> 	<ul style="list-style-type: none"> Oath taken by all group employees* Code of Ethics and Anti-corruption* Internal rules of procedure Gifts and invitations policy* Conflicts 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* 	<ul style="list-style-type: none"> GeoPost/DPDgroup Code of Business Conduct* La Banque Postale Code of Ethics La Poste Immobilier Ethics Charter* La Banque Postale's Responsible Financing and Investment Charter

* Documents marked with an asterisk can be consulted on the website www.lapostegroupe.com

Compliance tools, as a lever for promoting security and sustainable development	For more details
Whistleblowing procedure Since 2011, a whistleblowing system has enabled employees to ask questions about ethics or professional conduct or to report breaches of the Code of Ethics and Anti-corruption or breaches of the group's Charters (Purchasing, Representation of Interests, etc.).	See La Poste Groupe's URD 3.1.3.1 "Ethics and professional conduct, the cornerstone of Compliance" (p.121)
Annual ethics climate survey La Poste Groupe is one of very few companies in France to measure employees' awareness levels in terms of ethics and professional conduct.	See La Poste Groupe's URD 3.1.3.1 "Ethics and professional conduct, the cornerstone of Compliance" (p.121)
Corruption and influence-peddling prevention programme The group maintains and coordinates a corruption risk prevention plan in accordance with the Sapin 2 Act of 9 December 2016.	See La Poste Groupe's URD 3.1.3.2 "The corruption prevention plan" (p.122)
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 them: La Banque Postale group as a bank, on the one hand, and La Poste Immobilier for its property development activities for customers outside La Poste Groupe and for its property leasing and real estate transactions for third parties, on the other hand.	See La Banque Postale's URD 4.8.2 "Risk of non-compliance"
Vigilance plan La Poste Groupe has updated its vigilance plan, in accordance with the law on the duty of vigilance of parent companies and contractors.	See La Poste Groupe's URD a1. "Vigilance plan" (p.492-510)
Tackling tax evasion La Poste Groupe recognises the important role of tax compliance in its strategy and is committed to applying a tax transparency policy.	See La Poste Groupe's URD 3.1.3.6 "Tackling tax evasion" (p.123)

1.5.3 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 non-financial risks (gaming, pornography, tobacco, nightclubs and coal mining). They should also be denied to organisations and businesses that have seriously or persistently broken the law, Codes of Conduct or industry-wide agreements (breaches of environmental legislation, of international Codes of Conduct or agreements and of fundamental labour conventions). The **"coal sector policy"** specifically oversees this sector;

- La Banque Postale has 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.

Pages 430 and 431 of La Banque Postale’s Universal Registration Document present the sectoral policies and commitments as well as the exclusions under the regulations for the fight against money laundering and the financing of terrorism of the Bank, La Banque Postale Asset Management and CNP Assurances.

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 (*Direction générale des entreprises* – DGE) and the Directorate General for Civil Aviation (*Direction générale de l’aviation civile* – 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 Network and the international defence sector postal service take an e-learning module on the conditions for accepting customer items. Procedures for reporting to La Poste Groupe’s safety and security unit are in place. Training of trainers is carried out in compliance with IATA and ADR regulations. The level of training, the reporting of incidents and the identification of new sites to be trained are controlled by La Poste and the Directorate General for Enterprise and the Directorate General for Civil Aviation.

La Poste ensures the IATA regulations are fully observed for **air freight** and the ADR regulations for **road haulage**.

GeoPost/DPDgroup ensures it complies with the applicable regulations and has put procedures in place covering incidents involving dangerous products. Minimum standards are currently being drafted to harmonise the level of safety right across GeoPost/DPDgroup.

1.5.4 RAISING AWARENESS AND TRAINING OF LA POSTE’S EMPLOYEES ON SUSTAINABILITY ISSUES

The success of La Poste Groupe’s societal commitments is largely based on the mobilisation and training of all employees through regular communication campaigns on all CSR topics. In addition to the training efforts, CSR criteria are also involved when setting compensation.

In terms of internal communication, many levers are used:

- the **Societal Commitment Flash** is a newsletter dedicated to CSR issues distributed to more than 3,500 subscribers. It covers CSR news in the broadest sense, as well as the group’s actions in this area. The information published through this channel is frequently included in other group newsletters aimed at other communities;
- the **Forum** magazine of the group’s Communication Department reports on the CSR actions and results achieved. It is intended for all group employees;
- a dedicated group on the corporate social network **Yammer** centralises discussions and information sharing on CSR topics. At the end of 2021, this group had more than 1,200 followers (x4 compared to 2020);
- two conventions dedicated to La Poste Groupe’s commitment are organised each year and four “lunches” on these themes were held at the group’s head office;
- a **video collection of portraits of committed employees**, 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;
- each year the group takes part in World CleanUp Day, during which waste cleaning operations are organised in 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. In 2021, 1,639,854 MB (1.63 TB) of documents were deleted and nearly 2 million emails;
- skills-based philanthropy is a major mobilisation focus for employees (see Section 3.2.3);
- the skills sponsorship newsletter is sent every month to more than 10,000 employees and their managers;
- the skills sponsorship webinar is organised once or twice a month to showcase a partner association, introduce it to employees and discuss it with them to promote their commitment.

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

- **the five European CSR weeks** (sustainable development, mobility, socially responsible investment, employment of disabled people and waste reduction) are opportunities to raise awareness among group employees;
- **the calls for projects from the internal carbon funds** of the Services-Mail-Parcels, Network, GeoPost/DPDgroup and La Banque Postale business units are dedicated to financing work or equipment on the group's sites to reduce its carbon footprint. For La Banque Postale and the Services-Mail-Parcels business unit, the projects financed are chosen by a jury of employees. Each year, the preparation of projects requires the significant involvement of hundreds of employees, who set up and propose projects on dozens of postal sites.

At the local level, hundreds of original initiatives support the group's commitments and raise awareness among the employees in local establishments: eco-gestures campaign; solidarity operations, clean-up actions, 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:

- specific CSR awareness-raising in the business units;
- an e-learning course incorporating the group's CSR policy;
- an e-learning course on La Poste's commitments in the energy transition (in place since 2017 with over 8,000 people trained);

- a training course on value creation, offered by *Institut du Management* (the group's internal manager training organisation);
- a CSR and diversity awareness day for all newly appointed senior executives;
- an awareness-raising session for the CSR and risk function on human rights.

In 2021, **nearly 37,000 employees of the parent company were trained and/or made aware internally about Corporate Social Responsibility and sustainable development⁽¹⁾**.

The offer will continue to expand in 2022 as new training courses, designed in 2021, will be rolled out throughout the group:

- an e-learning course on the duty of vigilance;
- an e-learning course on La Poste Groupe and the environmental transition to make each La Poste employee an ambassador for the commitments made for 2030;
- an e-learning course dedicated to the SDGs;
- lastly, in the first quarter of 2022, the Executive Committee decided to deploy the **"Climate fresco" with a target of reaching 50,000 group managers in two years**. The Climate fresco summarises the 200 pages of the IPCC report in a set of 42 cards. After around 20 pilot sessions with 200 employees, the deployment project will make it possible to train around 50,000 employees in two years.

Promoting the ethical culture to all employees

The Ethics Department informs all employees of its policy, rules and related procedures. The communication tools are designed to be adaptable and deployed by the business units and subsidiaries. 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.

Each new policy and its associated procedures are distributed to employees by means of a kit: a policy note for managers, an educational guide for ethics officers, anti-corruption officers and ambassadors, a pocket memo for all employees, and presentation materials including videos, quizzes, etc. *Espaces-Temps Communication* (ETC) are organised in the entities where managers communicate with their teams using the presentation materials.

Internal communication also relies on the national internal magazine "Forum", internal signage, the "myetic" mobile smartphone app, which enables group employees to learn about ethics and anti-corruption. Every year since 2015, the "Ethics Meeting", an event dedicated to employees to raise their awareness of ethics and anti-corruption issues, has been organised with presentations by the group's Chairman and Chief Executive Officer and the Deputy CEO, and group Secretary.

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.



See La Poste Groupe's URD Section 3.1.3.1 "Ethics and professional conduct, the cornerstone of Compliance" (p.121).

(1) 26 training sessions, delivered face-to-face and/or remotely to nearly 16,500 Services-Mail-Parcels employees; 13,500 from the Bank and the network and 7,000 from the group, on topics such as: the Company's challenges and commitments in this area and their daily implementation in terms of energy transition (transport, buildings and IT); responsible purchasing, circular economy, and responsible business across its entire value chain.

1.5.5 RESPONSIBLE REPRESENTATION OF INTERESTS

La Poste Groupe, a large multi-service international group, is particularly attentive to the laws and regulations of the countries in which it operates.

In order to promote its positions and best practice, it acts in consultation with all stakeholders. To strengthen its transparency approach, the group created a Compliance Department in 2021.

The representation of interests activity involves promoting and defending the interests of La Poste Groupe and its entities by informing its relevant stakeholders, in the technical, economic, environmental, social and societal fields and in the exercise of its public service missions. La Poste wants to be able to share with institutional players, in particular members of governments, parliamentarians, central administrations and local authorities, its vision and technical expertise, raise awareness of the group, and promote its image, values, businesses and services.

These positions, while remaining mindful of the general interest, are intended to inform the public decision-making of these various players. To this end, La Poste Groupe acts directly with its institutional contacts and/or contributes to the work of professional associations that also carry out interest representation activities.

All of La Poste's actions in France are carried out in accordance with the rules laid down by the High Authority for Transparency in Public Life (*Haute Autorité pour la transparence de la vie publique* – HATVP).

2021, 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

La Poste Groupe has prepared a body of documents that governs the representation of interest activities:

- group Code of Conduct;
- Ethics Charter;
- Code of Ethics/Code of Professional Conduct
- Ethics guidelines;
- Representation of Interests Charter – available on the La Poste Groupe website.

There are also other conflict of interest prevention tools specific to La Poste Groupe's buyers: the Ethical and Responsible Purchasing Charter and a Charter on the Responsible and Ethical Commitments of the group's purchasing function.

Persons engaged in the representation of interests undertake to:

- comply with laws and regulations;
- comply with the rules of conduct set out in the Ethics and Anti-Corruption Code as well as with La Poste Groupe's commitments in terms of Corporate Social Responsibility (CSR) as presented in the CSR report for the year;
- comply with the requirements set out in the Codes of Conduct of the bodies to which representation is undertaken;
- participate in the training offered by the employer on the basis of the Code of Ethics and Anti-corruption and this Charter;
- prevent and reject corruption and influence peddling in all their forms;
- carry out their duties as an interest representative in a strictly professional context;
- prohibit the offer of gifts or invitations, benefits in kind or pecuniary benefits to the stakeholders that may cause the beneficiary to feel indebted;
- propose an annual declaration of the existence or absence of conflicts of interest of interest representatives;
- guarantee the reliability of the information provided. Base the arguments and positioning representative of the interests of La Poste as a whole on this same information;
- refrain from any attempt to obtain information or decisions in a dishonest manner;
- not exclude any stakeholder concerned by the subjects dealt with and who may wish to communicate with La Poste SA;
- recognise the freedom of opinion and decision-making and the legitimacy of other stakeholders to present complementary or even divergent positions on the issues that concern them.

Moreover, as part of its ethical approach, in order to establish a dialogue with the bodies that oversee interest representation, La Poste Groupe has appointed a contact person in accordance with the recommendations of the French High Authority for Transparency in Public Life (*Haute Autorité pour la transparence de la vie publique* – HATVP).

Every year, La Poste Groupe fulfils its reporting and transparency obligations to HATVP. The following persons are in charge of representing interests for La Poste: Philippe Wahl (Chairman and Chief Executive Officer), Yannick Imbert (group Head of Regional and Public Affairs), Rebecca Peres (manager of regional affairs and parliamentarians).

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.

Financing of political parties

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 representatives of all democratic parties are dealt with respectfully.

The group prohibits any financing of political activities, even in countries where such financing is authorised and regulated by law.

Implementation

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. As part of its monitoring and lobbying activities at European level, La Poste closely monitors the initiatives launched by the European Commission as part of the Green deal. In this respect, in 2021 it responded to eight public consultations on various CSR-related topics: packaging waste, energy performance of buildings, the Green Paper on ageing, the drone strategy, air quality, the report on objectives 3 to 6 of the Taxonomy, the CO2 emissions measurement framework in transport, and the new urban mobility framework. 2021 was also marked by the launch by DG Grow of a study to assess and analyse the impact of the transport and delivery of e-commerce parcels on air pollution and CO2 emissions.

At the 27th Universal Postal Congress, held in August 2021 and aiming to adopt the roadmap for the 2021-2024 work cycle, La Poste and the German and Austrian postal services proposed Resolution C 17/2021 on the reduction of greenhouse gas emissions in the postal sector. This initiative is based on three areas of work:

- feasibility of a sectoral reduction target;
- sharing of best practice and experiences;
- leg 3 carbon footprint for an international carbon neutral product.

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. Every year, PostEurop's CSR Circle publishes a CSR best practice brochure presenting the initiatives of various European postal services for their employees, society and the environment. La Poste contributes to this brochure every year in order to better promote its activities at the European level.

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 Commission on social policy initiatives and EU policy developments with a social impact in the postal services sector;
- promote social dialogue in the postal services sector, in order to contribute to the development of employment and the improvement of the working conditions of employees in this sector;
- discuss appropriate structures to enable negotiations between partners in this sector. In this context, in 2021 a project on the impact of digitisation on skills and the working environment was conducted and a project aimed at defining the postal professions in five scenarios for the postal sector in 2030 was launched. These two projects help to anticipate future social changes in the postal sector in Europe.

In terms of European affairs, 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.

In France, and at the **national level**, the Regional and Public Affairs Department is firstly responsible for implementing the Company's obligations to HATVP, by preparing the annual statement on representatives of interests, their actions, as well as professional associations, associations or trade unions of which the Company is a member and which carry out actions of representation of interests. The group's subsidiaries make independent declarations, if they are concerned. A request for overall coordination of interest representation strategies at group level has just been adopted by the group Executive Committee in order to strengthen the effectiveness and transparency of the group's influence actions. The group has set up a parliamentary monitoring Committee led by the Regional and Public Affairs Department. 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.

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.

At the **national level**, the interest representation actions carried out in 2021 and declared to HATVP focused in particular on supporting government decisions on compensation for La Poste's public service missions; discussions in favour of a demanding interpretation of the concept of carbon neutrality as part of the draft act on combating climate change and strengthening resilience to its effects; or to specify the "Yes-advertising" scheme.

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

- in each French region, the group's Regional Representative;
- in each French department, the group's Departmental Representative.

Cooperation agreements with foreign postal operators

La Poste Groupe 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 2021 La Poste took part in the "Electric delivery vehicles" study conducted by USPS/OIG to share its experiences in the deployment of its electric vehicle fleet. La Poste also shared its experience with Canada Post on the responsible management of buildings in terms of carbon neutrality.

In 2021, La Poste Groupe continued to carry out international cooperation actions through bilateral agreements with Japan Post, Vietnam Post and Poste Maroc.

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. The two groups are working 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 Corporate Foundation topics and feedback on the system for renovating workspaces in companies, in order to improve the working environment of employees, etc.;

- as part of the cooperation agreements between La Poste Groupe and Japan Post, the two operators have maintained sustained cooperation since 2008 on topics of mutual interest, particularly in the area of CSR. Every year, except in 2020 and 2021 due to the pandemic, field visits have been organised alternately in France and Japan leading to the sharing of information and best practice.

The topics covered 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;
- urban logistics;
- GHG reduction;
- 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.

1.5.6 AN APPROACH DRIVEN BY DIALOGUE WITH STAKEHOLDERS

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

Over time, the group has built partnerships with 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.

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;
- the ISO 26000 standard;
- Global Reporting Initiative (GRI) Standards;
- the UN's sustainable development policy;
- the Charter and guiding principles for constructive dialogue with stakeholders (Comité 21).

The participative approach is a very structuring system for La Poste Groupe. It materialised in 2020 through a consultation of

all its stakeholders. In total, 140,000 people (La Poste employees, customers, partners, elected representatives, citizens, suppliers) took part. Their contributions were integrated into the development of the strategic plan "La Poste 2030, committed for you".

In 2020, La Poste Groupe also organised an extensive consultation of all its stakeholders with a view to drafting the purpose:

- an internal working group composed of around 30 employees from the group's main entities drafted proposals on how to express La Poste Groupe's purpose;
- these proposals were submitted to seven dedicated working groups bringing together around a hundred representatives of external stakeholders by major category: individual customers, VSE customers, SME and ISE customers, key accounts, elected representatives and local authorities, elected parliamentarians, partners and suppliers. Two additional working groups took into account the feedback from representatives of internal stakeholders, and more specifically a panel of employees from all the group's business units and subsidiaries in the regions;
- the trade unions were also consulted during bilateral meetings between the Chairman and Chief Executive Officer and the Head of Human Resources and each organisation and during discussions in plenary sessions.

The purpose and manifesto were then tested with all the people approached in workshops as well as with 6,500 other stakeholders (individual customers, companies, elected representatives and opinion leaders) through the annual SMART survey.

In addition to this exceptional consultation, La Poste Groupe incorporates the expectations of its stakeholders in a regular update of its materiality matrix. The last update took place in 2019 based on the guidelines of the ISO 26000 standards, the SDGs and the Global Reporting Initiative (GRI).



Type of direct stakeholder	Main expectations identified
French state	<ul style="list-style-type: none"> ● Respect of commitments with the French state (regulatory compliance and public service obligation) ● Customer satisfaction and adaptation to consumer expectations
Shareholders	<ul style="list-style-type: none"> ● 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	<ul style="list-style-type: none"> ● 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	<ul style="list-style-type: none"> ● 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	<ul style="list-style-type: none"> ● 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) ● Contribution to the policy in favour of vulnerable people ● Support for the implementation of public service activities
Suppliers and subcontractors	<ul style="list-style-type: none"> ● 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 La Poste Groupe, not only in terms of prices but also of the CSR criteria
Other companies and groups	<ul style="list-style-type: none"> ● Discussions on shared practices, tools, positions or commitments ● Respecting fair competition rules
Non-profit sector partners (NGOs or other non-profit organisations)	<ul style="list-style-type: none"> ● Transparency of practices and communications ● Contribution by the group to progress on sustainable development and national and local solidarity initiatives
Multi-stakeholder organisations	<ul style="list-style-type: none"> ● 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

La Poste Groupe is not subject to litigation⁽¹⁾ for reasons of:

- consumer-related non-compliance of its products and services;
- non-compliance of labelling on its products and services;
- marketing communication;
- non-compliance with social and economic laws and regulations;
- environmental non-compliance.

(1) All grievances or complaints directly filed against one or other of the entities of which the group's Legal Department is aware, i.e. at least any dispute or fines exceeding €10 million.

A process for identifying priority action areas



























In 2019, La Poste Groupe 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.

La Poste Groupe 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 include four new topics relating to current societal issues: responsible finance; dialogue with stakeholders; accessibility of the offer; responsible supplier relations.

20 PRIORITY AREAS FOR ACTION

COMMUNITIES/ SOCIAL AND REGIONAL COHESION	ENVIRONMENT/ ENVIRONMENTAL TRANSITION	ETHICAL, INCLUSIVE AND FRUGAL DIGITAL TECHNOLOGY	CUSTOMERS/ CUSTOMER SATISFACTION	EMPLOYEES/HR	GOVERNANCE
Regional development	Energy & Climate	Responsible use of data/Ethical digital technology	Responsible products and services	Professional development	Business ethics
	  				
Social inclusion/solidarity			Responsible customer relationship	Working conditions, occupational health and safety	Responsible finance
  				 	
Local economic development	Air quality and living condition		Accessibility of products and services	Quality of life at work	Security of property and people
					 
Responsible purchasing/Responsible supplier relations	Circular economy and resource management			Human rights and diversity management	Stakeholder dialogue
	  			 	

Materiality matrix

The objective of the materiality matrix (which was updated in 2019) is to identify and rank the CSR aspects of La Poste Groupe 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 and 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 non-financial performance** of the Company and on the group's **transformation challenges**;
- the group's maturity level regarding these 20 action areas (as assessed by the non-financial 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 survey carried out 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.



1.6 COMMITMENTS SUPPORTED AT THE LEVEL OF THE BUSINESS UNITS AND MAIN SUBSIDIARIES

LA BANQUE POSTALE

As part of its strategic plan for 2030, La Banque Postale reaffirms its ambition to serve a fair transition that addresses environmental, societal, regional and digital challenges. This ambition is based on commitments to its three main stakeholders, namely customers, society as a whole and, in particular, its citizens and employees. Each commitment consists of several missions, each one broken down into dedicated projects and supported by qualitative or quantitative monitoring indicators. Since 23 February 2022, these missions have also been accompanied by societal objectives as part of La Banque Postale's adoption of the status of company with a mission.

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|----------------------------------|---|
| Commitments to society: | <ul style="list-style-type: none"> ● Reduce the direct and indirect carbon footprint of La Banque Postale and commit to a trajectory towards "net zero emissions" by 2040; ● Take into account climate and biodiversity issues in operations; ● Develop demanding sectoral policies in line with stakeholders. |
| Commitments to customers: | <ul style="list-style-type: none"> ● Conduct a committed purchasing policy with our suppliers and strengthen our duty of care; ● Promote an ethical and quality customer relationship; ● Design and deliver a sustainable product and service offering, develop and measure the impact when designing offers; ● Introduce systematic, robust management of extrafinancial risks; ● Facilitate the energy transition thanks to our products and services. |
| Commitments to employees: | <ul style="list-style-type: none"> ● Enable growth of the local economy and communities; ● Support staff mobility and train employees; ● Ensure quality of life at work and employee well-being; ● Provide equal opportunities for recruitment, career progression and promotion; ● Support the civic engagement of employees. |

LA POSTE IMMOBILIER

La Poste Immobilier, the real estate company of La Poste Groupe, With 50% of its real estate portfolio over 50 years old and an energy bill of around €90 million per year, La Poste Immobilier 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, La Poste Immobilier's Sustainable Real Estate policy is ambitious and has set itself new objectives for 2025. It is based on four pillars.

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|--------------------------|---|
| Energy: | <ul style="list-style-type: none"> ● Strengthen the Group's energy model and reduce expenses thanks to the triptych: <ol style="list-style-type: none"> 1. buy better, 2. consume better, 3. produce better. |
| Climate: | <ul style="list-style-type: none"> ● 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: | <ul style="list-style-type: none"> ● Prevent and manage construction waste, become a strong and committed player in reuse. |
| Biodiversity: | <ul style="list-style-type: none"> ● Reduce our biodiversity footprint ● Regenerate ecosystems ● Reconnect living things |

VÉHIPOSTE

Véhiposte, La Poste Groupe's vehicle fleet manager contributes to the group's objectives by keeping a technological watch on biofuels and renewable energies. 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:

- Including environmental criteria in vehicle purchasing specifications, e.g. CO₂ emissions, percentage of vehicle re-use, 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, long-wheelbase electric vans, gas-powered vans, prototypes of multi-fuel vehicles with modular volume;
- Upholding responsible working conditions in the Company, as well as at its partners and subcontractors.

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.

- | | |
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| Act to protect resources and the climate, and contribute to the energy transition: | <ul style="list-style-type: none"> ● Make Colissimo and La Poste the leading player in low-carbon transport and delivery solutions; ● Contribute to improving air quality by developing innovative low-emission solutions; ● Reduce our impacts on resources and biodiversity. |
| Offer responsible solutions to customers: | <ul style="list-style-type: none"> ● Propose offers that support our customers in major transitions (energy renovation of homes, ecomobility, energy performance of buildings, office waste management); ● Guide our customers in measuring their impacts and inform their choices; ● Design ethical, inclusive and frugal digital services; ● Develop the accessibility of our offers for all customers. |
| Contribute with stakeholders to regional environmental and societal performance: | <ul style="list-style-type: none"> ● Be the leader in low-emission urban logistics; ● Share, co-construct and innovate with our suppliers and service providers; ● Contribute to local TEE, Health/Senior, Digital and Inclusion policies; ● Develop our offers in support of policies of territorial players in line with the four societal transitions (regional, ecological, digital, demographic). |
| Develop employee skills and keep them healthy to make the transformation a success: | <ul style="list-style-type: none"> ● Improve the quality of life and protect the health and safety of employees at work; ● Develop forward-looking human resources management to support changes and develop mobility and career paths; ● Develop diversity and promote inclusion as a source of performance and pride; ● Train all employees to make each one a CSR player in his or her activity and encourage societal engagement. |

GEOPOST/DPDGROUP: THE DRIVING CHANGE PROGRAMME

In 2016, **Geopost/DPDgroup** underlined its CSR commitment by launching the DrivingChange™ programme. This programme covers the areas closest to its core business line in a pragmatic and efficiency seeking approach.

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| Carbon reduction: | <ul style="list-style-type: none"> ● Strong carbon reduction ambitions, with the definition of reduction trajectories validated by the Science Based Target Initiative. |
| Air quality: | <ul style="list-style-type: none"> ● Become an air quality champion in Europe. |
| Circular economy: | <ul style="list-style-type: none"> ● Adopt circularity as a baseline in all aspects of the business. |
| Employer and partner of choice: | <ul style="list-style-type: none"> ● Provide a safe, respectful and ethical working environment for all employees and partners. |

RETAIL CUSTOMERS AND DIGITAL SERVICES BUSINESS UNIT

In line with the new strategic plan's central objective of better meeting the quality of service requirements of our customers and simplifying their lives, La Poste Retail Customers and Digital Services, created on 1 July 2021, has defined its strategic project to contribute to the transformation of La Poste. To achieve this, it has made three founding strategic choices that meet three major challenges:

- | | |
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| Improving the customer experience: | <ul style="list-style-type: none"> ● Based on the principle that there can be no successful customer experience without an equally successful postal experience, major action plans are being carried out to promote the renewal of IT equipment, the fight against incivility, implementation of omnichannel distribution (from post offices equipped with latest generation machines to mobile applications and the laposte.fr website). |
| Developing a diversified offer: | <ul style="list-style-type: none"> ● The expansion of the portfolio of products and services covers digitised mail (Youpix, online mail, etc.), eCtoC services for sending goods between private individuals (Shop2Shop), new services for professional customers, as well as trusted digital services (digital identity, digital archiving or electronic signatures, developed by Docaposte). |
| Building a physical and digital platform: | <ul style="list-style-type: none"> ● Postal coverage is changing to meet new uses. More than proximity in terms of distance, the aim is to improve the accessibility of services via the laposte.fr website (100% of the range of services will be available via the mobile app). Digital technology makes it possible to facilitate access to all postal coverage outlets in the region and to partnerships (retailers, mass distribution, tobacconists, etc.). To make digital services accessible to all, the business unit is committed to digital inclusion through its <i>France Services</i>-certified post offices and its <i>L'Étape Numérique</i> spaces. |



For more details on the activities of the business units and subsidiaries, see Section 1.3 of La Poste Groupe's 2021 Universal Registration Document.

1.7 APPENDIX

GRI	Indicator	Scope	Unit	2018	2019	2020	2021
201-1	Revenue from commercial activities	LGLP	€ billion	19.2	20.4	23.5	26.6
201-1	Share in profits/(losses) of jointly controlled companies	LGLP	€ million	-14	-25	41	87
201-1	Share in profits/(losses) of other equity associates	LGLP	€ million	291	305	635	-12
201-1	Operating profit/(loss)	LGLP	€ million	892	889	3,149	3,431
201-1	Employee wages and benefits	LGLP	€ million	12,769	12,683	13,841	14,154
201-1	Wages, salaries, bonuses and allowances	LGLP	€ billion	9.4	9.4	10.1	10.6
201-1	Pension contributions, Social Security contributions and employee benefit costs	LGLP	€ billion	3.1	2.8	2.9	2.8
201-1	Taxes and payroll contributions	LGLP	€ million	767	734	720	718
201-1	Local taxes	LGLP	€ million	135	133	151	119
201-1	Miscellaneous taxes	LGLP	€ million	122	214	288	329
201-1	Income tax expense	LGLP	€ million	-161	-134	-880	620
201-1	Dividends paid	LGLP	€ million	171	221	43	33
201-1	Regional development ^(a)	La Poste	€ million	171	171	161	177
201-1	La Banque Postale net banking income	LBP	€ billion	5.6	5.6	7.7	8.0
413-1	Expenditure on temporary staff	La Poste	€ million	312	385	507	780
415-1	Lobbying expenses	La Poste	€ million	0.4 to 0.5	0.4 to 0.5	0.4 to 0.5	0.2 to 0.3

(a) Amounts received.

CONTRIBUTING TO REGIONAL DEVELOPMENT AND COHESION

2

2.1	ADAPTING POSTAL COVERAGE FORMATS TO LOCAL NEEDS	46
2.2	SUPPORTING LOCAL AUTHORITIES IN THE DEVELOPMENT OF THEIR PUBLIC POLICIES	49
2.3	SUPPORTING LOCAL ECONOMIC PLAYERS IN THEIR DEVELOPMENT	50
2.4	RESPONSIBLE PURCHASING AS A PERFORMANCE DRIVER	51
2.5	INNOVATING FOR REGIONAL ECOSYSTEMS	57

Ambitions

La Poste's presence, a priority of the new strategic plan "La Poste 2030, committed for you", enables it to act as a privileged partner of the regions on a daily basis. La Poste's ambition is to contribute to the development and cohesion of the regions, for a positive impact.

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 the development and cohesion of the regions, La Poste is working to:

- **adapt its presence formats to the needs of the regions** and thus fight against the regional divide;
- **support local economic players in their development:** by developing local services and adapted financing solutions;
- **innovate at the heart of regional ecosystems** by developing local alliances with social and solidarity economy players, and contributing to a more sustainable and inclusive economy;
- **develop a responsible purchasing policy**, a major lever for the group's performance and innovation, and for the integration of societal and environmental issues.

2021 results & medium-term objectives

GRI	Indicator	Scope	Unit	2019	2020	2021	2025 target
AFFIRM A STRONG AND COORDINATED PHYSICAL PRESENCE SDGS 8, 9 & 10							
102-7	Physical access point ⁽¹⁾	LGLP	Number	30,387	32,400	35,313	40,000
102-7	La Poste retail outlets, France	La Poste	Number	17,033	16,943	17,038	-
203-1	French population living less than 5 km from a La Poste retail outlet ⁽²⁾	La Poste	%	95.6	97.1	97.1	90%
FINANCE SMES/ISES, VSES, AND THE LOCAL PUBLIC SECTOR SDGS 8 & 11							
413-1	Financing provided to small- and medium-sized businesses	La Banque Postale	€ billion	5.9	7	8.4	-
413-1	Financing of the local public sector	La Banque Postale	€ billion	14.6	15	17	-
413-1	Amount of green loans to local authorities	La Banque Postale	€ million	300	1,161	1,981	2,000 in 2023
DEVELOP A RESPONSIBLE PURCHASING POLICY SDGS 8 & 10							
102-9	Signing of the Responsible Purchasing Charter by suppliers	LGLP	Share in %	-	100%	100%	100%
102-9	Weight of CSR criteria in consultations ⁽³⁾	LGLP	Share in %	NA	NA	NA	10% in 2025
413-1	Value of purchases made from the protected workforce integration sector (secteur de l'insertion par l'activité économique - SIAE) and from the disabled and sheltered work sector (secteur du travail protégé et adapté - STPA)	LPG ⁽⁴⁾	€ million	26.2	25.7	29.7	40 in 2025

(1) Post offices, local postal agencies, "La Poste Relais" outlets, as well as Pick-Up pick-up and drop-off points, Carrés Pros, Lockers, Drives, etc. within which one or more services of La Poste, its entities or subsidiaries are provided.

(2) 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. 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 90% of the French 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) See 2021 roadmap of the group Purchasing Department, Section 2.4.

(4) LPSA, La Poste Immobilier and La Banque Postale scope.

Highlights in 2021

FEBRUARY

- Launch of the **group acceleration programme (GAP) in urban logistics (UL)** which contributes to the development and cohesion of the regions.

JUNE

- Launch of **La Poste Ventures**, a new Corporate Venture Capital fund, in partnership with XAnge, intended to identify new agile projects at the crossroads of the customer, positive impact, and cutting-edge technologies.

OCTOBER

- 7th edition of the **Dynamic Alliance Day**.

NOVEMBER

- Operation in favour of IDF **Food banks**: mobilisation of 36 employees in skills sponsorship who organised 16 store/warehouse circuits to transport more than 73 tonnes of food.
- **Cristal des Achats** on the theme of **regional development** for the purchase of social and digital inclusion services.

DECEMBER

- La Poste offers more than 172,000 bottles of **hydroalcoholic solution** in particular to players in the **social and solidarity-based economy**.

- SEUR donates more than **€80,000 to help the Red Cross of Cáritas in La Palma**, through an initiative during Black Friday and Cyber Monday of microdonations of five euro cents for each Red Cross and Cáritas donation made in La Palma.

MARCH 2022

- Launch by La Banque Postale of **Impact loans**. The linking of the interest rate of these loans to the borrowing company's CSR performance allows the most virtuous companies to access less expensive financing.

2.1 ADAPTING POSTAL COVERAGE FORMATS TO LOCAL NEEDS

In line with the objective of the new strategic plan, **La Poste aims to assert itself increasingly present**, thanks to the combined power of its physical, digital and human networks for development. La Poste Groups wants to consolidate its physical presence in the

regions with **40,000 access points to a postal service in 2025 and 150 million new services provided by postmen per year in 2030.**

The regional coverage of La Poste's network is changing to meet needs.

GRI	Indicator		Scope	Unit	2019	2020	2021
102-7	La Poste retail outlets in France of which:		La Poste	Number	17,033	16,943	17,038
102-7	Post offices ^(a) of which:						
	● Classic format	Marketing to private individuals and professionals of banking and insurance services, mail, parcel, express and mobile telephony services	La Poste	Number	7,741	7,566	7,298
102-7	● Postman-counter clerk offices	Sharing of postman-counter clerks' time between post office counter services and mail and parcel delivery	La Poste	Number	985	1,003	1,280
102-7	● Public service areas operated by La Poste	Offer a dozen public services on behalf of the Ministry of Finance, the Ministry of the Interior, the Ministry of Justice, the National Health Insurance Fund, the National Pension Insurance Fund and MSA, the National Family Allowances Fund, the National Employment Office, etc.	La Poste	Number	501	514	524
102-7	● Offices labelled "France Services" ^(b)		La Poste	Number	NA	191	312
102-7	● Societal priority offices	Located in urban priority neighbourhoods (customer reception and working conditions for employees improved to adapt to needs)	La Poste	Number		1,929	1,929
102-7	Partnerships postal coverage outlets including:		La Poste	Number	9,266	9,376	9,779
102-7	● Local and inter-municipality postal agencies	Located on the premises of a town hall, they offer most of the services of a post office	La Poste	Number	6,459	6,554	6,737
102-7	● "La Poste Relais" outlets ^(c)	Hosted by retailers, craftspeople or associations, commissioned by La Poste to provide postal services and, in rural areas, simple financial support services	La Poste	Number	2,807	2,822	3,003
102-7	Customers per day		La Poste	Millions	1.5	1.2	0.964
203-2	Number of unique visitors to the La Poste website		La Poste	Millions	20.6	29.0	27.8

(a) The offices market banking and insurance services ranging from day-to-day operations to individualised advice with a full range of products and services; mail services such as ready-to-mail envelopes, "Lettre Verte" (green mail), franking, collection of items on hold, mail forwarding, etc.; parcel and express services: sale, drop-off, pick-up, etc.; mobile telephony services. Some offices also market inclusive offers such as "Veiller sur mes parents" (Watch Over My Parents) or the driving license theory test.

(b) The "France Services" offices are operated by staff who have undergone intensive training. La Poste aims to obtain the "France Services" label for some of its public service areas, by improving the service offered to customers. The national ambition is to deploy a France Services House in each canton by 2022, some of which will be operated by La Poste.

(c) The outlets can be urban, rural or social and solidarity economy-based outlets. La Poste had six partnerships with disability employment organisations 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. Some "La Poste Relais" outlets are operated by players in the social and solidarity-based economy.

La Poste Groupe innovates in the forms of postal coverage, to always be close to customers' needs. The group is developing:

- an offer adapted to the needs of tourists in certain tourist cities (such as Chamonix, Arcachon, Nice, Fort-de-France and Annecy);
- an offer adapted to the expectations of young people and students in the university areas of certain cities.

The group is testing new concepts that create links, such as:

- phygital service locations combining physical and digital solutions providing local commercial and societal services;
- third-party locations in different formats depending on their purpose and mode of operation:
 - a commercial format where La Poste Immobilier is the owner and operator of the co-working spaces under the Startway name,
 - a societal format operated in partnership with the social and solidarity-based economy, with a view to co-financing, such as the Nantes project in an urban priority neighbourhood. This involves the creation of a digital territory factory, co-financed with *Fondation Agir Contre l'Exclusion* (FACE);

- new Village La Poste formats are emerging; 2,250 employees will have joined a Village La Poste by 2023. La Poste Immobilier 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.

GeoPost/DPDgroup optimises its network in France and abroad.

To offer parcel recipients more flexibility and choice in terms of delivery methods, GeoPost/DPDgroup acquired Pickup Services in 2009. This subsidiary specialises in the development of out-of-home delivery solutions, in retail outlets (tobacco, press, bookstores, stationery, etc.) or in outlets (mass distribution, store network, franchise network). Today, GeoPost/DPDgroup has one of the densest and most extensive network of pick-up and drop-off points on the market (28 countries).

2

GRI	Indicator	Scope	Unit	2019	2020	2021
PICK-UP AND DROP-OFF POINTS AND LOCKERS FROM GEOPOST/DPDGROUP						
102-7	Pick-up and drop-off points of the Pickup retail network in Europe	Europe	Number	43,000	44,930	61,182
102-7	Of which France	France	Number	11,455	13,070	15,331

La Poste Network is dedicated to customer satisfaction and accessibility. Its founding mission is to welcome, serve and advise individual and professional customers of La Poste, La Poste Mobile and La Banque Postale. 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.

GRI	Indicator	Scope	Unit	2019	2020	2021
CUSTOMER SATISFACTION						
	Overall satisfaction of the customers using the network ^(a)	La Poste	% (score s/10)	95%	93%	7.3 out of 10

(a) In 2021, the measurement of customer satisfaction with the network was modified to adopt a numerical scale from 0 to 10, on which the score is 7.3. This change was accompanied by the abandonment of a semantic scale measurement, which made it possible to provide a percentage of very and fairly satisfied customers. The new methodology adopted allows greater precision in the use of the survey results, in particular in the assessment of correlations with the recommendation and the effort rate.

In its CSR approach, La Poste Network takes into account the social and environmental issues of accessibility, digital inclusion, eco-design, reduction of energy consumption and waste recycling.

For more than ten years, the La Poste Network has been involved in a major modernisation programme 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.

GRI	Indicator	Scope	Unit	2020	2021
POST OFFICE ACCESSIBILITY					
203-2	Post offices with a sales area accessible to all disabilities ^(a)	La Poste	Number (in %)	6,350 (80.5%)	6,511 (85%)
203-2	Offices with an accessible sales area and outdoor access for persons with reduced mobility	La Poste	Number (in %)	4,750 (60%)	4,879 (64%)
203-2	Post offices equipped with ATMs with at least one ATM accessible to persons with reduced mobility	La Poste	Share in %	97.3%	97%
203-2	La Banque Postale ATMs accessible to blind or visually impaired persons	La Poste	Share in %	90.8%	93.7%
203-2	ATMs located inside offices accessible to disabled people	La Poste	Number (in %)	2,789 (100%)	100%
203-2	Post offices equipped with sound amplifiers	La Poste	Number (in %)	6,063 (79%)	6,134 (83%)
	Network employees in contact with customers who have received e-learning training on how to welcome disabled customers	La Poste	Share	79%	86%
413-1	Deaf and hearing-impaired people supported by Deafi	La Banque Postale	Number	8,165	11,754

In addition, customer appointments with a French Sign Language interpreter have been possible since 2014.

La Poste Network, holder of the *Enseigne Responsable* label, was acknowledged at the 2020 R-Awards of the *Génération Responsable* association 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.

2.2 SUPPORTING LOCAL AUTHORITIES IN THE DEVELOPMENT OF THEIR PUBLIC POLICIES

La Poste supports the public policies of local authorities through numerous services related to the demographic, environmental and digital transitions. It facilitates decision-making by elected representatives in the major areas of local public service activities, by producing a graphic and cartographic regional overview structured around six themes (demography, housing, economy, Silver economy, mobility, regional development).

La Poste contributes to the "Action Publique 2022" programme of public service activities, which aims to simplify the access of all citizens to services in the regions, to involve them in the co-production of public services, and to promote their digital inclusion. La Poste offers services such as:

- a **Citizen Relations Management** solution: more than 840 municipalities have adopted this service, which allows residents to access numerous services at any time via digital channels;
- a solution for **assessing the digital maturity** of a local authority;
- the distribution, handling and after-sales service to schools of the **SQOOL digital tablet** designed by Unowhy;
- **proxi contact**: this offer, provided by postmen, makes it possible in particular to help relay public policies, to inform citizens through the delivery of documents, to relay information, to collect or exchange documents (customers: local authorities, home marketing companies, banks);
- **proxi data**: postman information collection service (public surveys, satisfaction surveys, identification of vulnerable people, new occupants, etc.). (customers: local authorities, energy or telecommunication operators);
- **proxi vigie**: mix of social interaction services (Proxi Vigie Cohésio) and urban anomaly detection service (Proxi Vigie Urbaine) for local authorities, municipal social action centres, insurance companies 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 regions of the cities concerned:

- real estate and the hybridisation of services, La Poste proposing to contribute to the development of places with new services, such as serviced senior residences;
- 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 for 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).

La Banque Postale supports local authorities and public hospitals⁽¹⁾:

- No. 1 bank lender for local authorities for six years;
- eight out of ten social housing operators are supported by La Banque Postale, thus supporting the development of social housing and the renovation and rehabilitation of buildings;
- success of the first "social" bond issue (€750 million) to finance and/or refinance its projects based in France in the areas of social housing (76%) and access to essential health services (24%);
- nearly €1 billion in funding granted to public hospitals.

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(1) For more information, see La Banque Postale's Universal Registration Document, Section 6.

2.3 SUPPORTING LOCAL ECONOMIC PLAYERS IN THEIR DEVELOPMENT

La Poste is developing a local offer for economic players (retailers, 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 17,000 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.

La Banque Postale supports the economic development of companies and associations:

- its market share among ISEs is now 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 and SBF 120 companies as customers, La Banque Postale continues to strengthen its appeal to a large number of private economic players;

- La Banque Postale also works with local authorities on employee welfare services, via its subsidiary Domiserve (financing, management of assistance plans and organisation of services to individuals). Domiserve manages the APA (personalised autonomy allowance) and the PCH (disability compensation benefit). The acquisition in 2021 of Hippocad, which offers remote management solutions for home care assistance, strengthens Domiserve's positioning;
- it maintains close relationships with major charities (*Secours Populaire, Emmaüs, Restos du Cœur*, etc.) and supports 5,000 of the main charities. One in four social and solidarity-based economy associations is a customer of La Banque Postale (foundations, education, charitable or social associations).

La Banque Postale also supports the collaborative economy and more specifically crowdfunding, in which it is heavily involved. KissKissBankBank & Co, a wholly-owned subsidiary of La Banque Postale, is one of the leaders in crowdfunding in Europe (including the four platforms: KissKissBankBank, Goodeed, Lendopolis⁽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 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.

More than 490,000 jobs supported by La Poste Groupe

La Poste Groupe has carried out a study to quantify the jobs supported and the contribution to GDP through its purchases.⁽²⁾ **This study⁽³⁾ highlights the group's local roots and contribution to the vitality of local ecosystems.**

In total, the purchasing expenses and salaries paid by the entities included in the study carried out in 2019 supported the equivalent of **493,559 jobs** and represented a value creation of around **€15.6 billion**. The purchases of the six entities studied⁽⁴⁾ and the salaries of the four entities studied⁽⁵⁾ 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.

(1) The activities of the Lendopolis crowdfunding platform (in the renewable energy sector and real estate).

(2) 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 and calculation of the impact related to the payroll: direct impact of salaries paid and induced impact (household consumption and local administrative services) in terms of sustained employment and contribution to GDP.

(3) Study carried out using the Local Footprint® tool developed by Utopies.

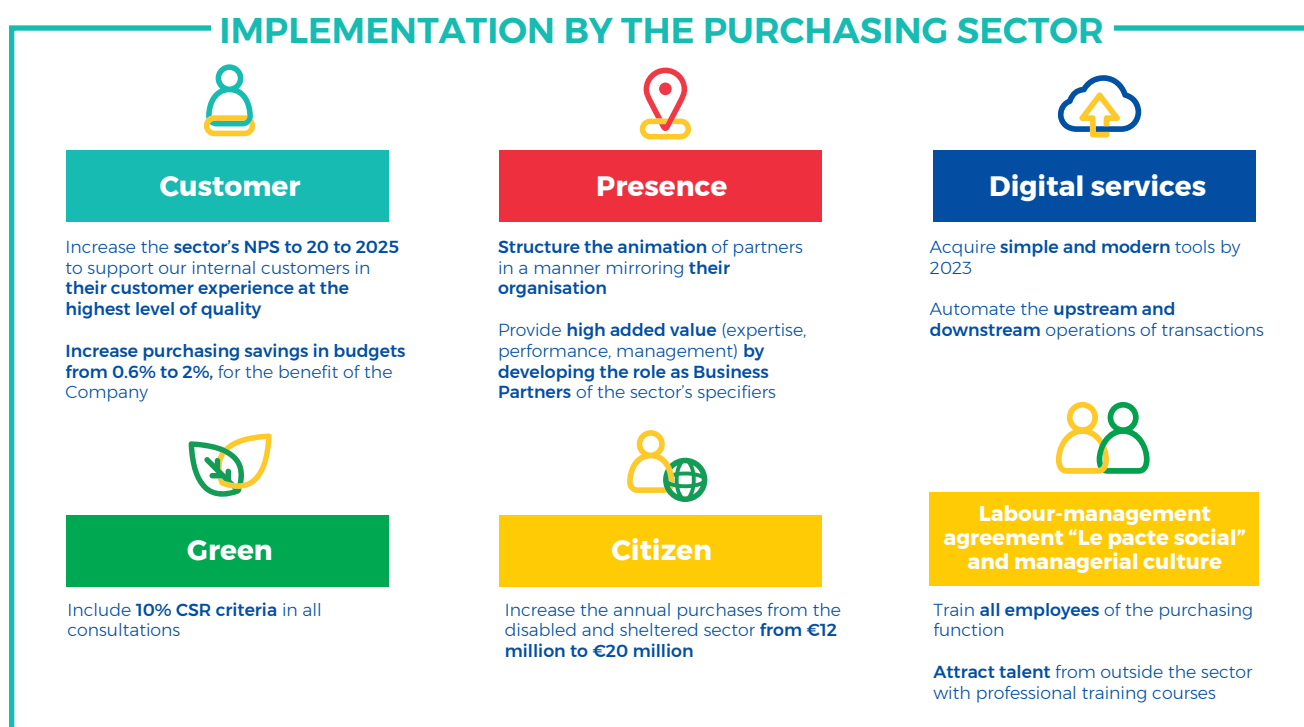
(4) La Poste, La Banque Postale, La Poste Immobilier, Viapost, DPD France and Mediapost (Mediapost and Viapost are subsidiaries of the Services-Mail-Parcels business unit in communications and transport, respectively).

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

2.4 RESPONSIBLE PURCHASING AS A PERFORMANCE DRIVER

Aware of its purchasing power, La Poste Groupe wants this regional footprint to provide social and societal benefits. As part of the strategic plan "La Poste 2030, committed for you", the **Purchasing Department reviewed its roadmap in 2021**. It breaks down six of the seven strategic objectives into purchasing objectives by 2025, including in particular:

- on the green area: include 10% of CSR criteria in all consultations; and
- on the citizen area: increase annual purchases in the sheltered sector from €12 million to €20 million.



A set of policies governs the implementation of this roadmap:

The group's **purchasing policy** guides all of its purchasing actions, which apply to the scope of La Poste SA and La Poste Immobilier. This policy, updated in 2021, establishes the governance framework and guides the Purchasing Department and its employees in their daily actions. It incorporates societal and environmental issues and guarantees compliance with legal rules, ethical principles and compliance in purchasing. The purchasing policy was updated in early 2021 and is available on La Poste Groupe's website.

The **purchasing compliance policy**⁽¹⁾ completed the purchasing policy in 2021. It sets out the common core of values (openness, consideration, fairness, accessibility, proximity and sense of service) and commitments⁽²⁾ and the rules that apply to ensure that social, societal and environmental responsibility is applied within the purchasing function and to all suppliers and subcontractors.

It lays down the principles of conduct shared between La Poste, its suppliers and its subcontractors through respect for:

- men and women (respect for human freedoms and health throughout the value chain, fight against illegal work, protection of citizens' personal data);
- the environment (fight against global warming, preservation of biodiversity, sustainable use of resources);
- the Company (fight against fraud, corruption and situations that could lead to a conflict of interest);
- the suppliers (equal treatment and transparency, respect of payment deadlines);
- the international rules (compliance with embargo laws and international exclusion lists).

(1) The purchasing compliance policy is available on the group's institutional website.

(2) The group's four areas of societal commitment: contribute to the development and cohesion of the regions; promote social inclusion; promote ethical, inclusive and frugal digital services; work to accelerate the environmental transition for all.

The **responsible purchasing approach** of La Poste Groupe aims to make purchases a lever for contributing to the four pillars of its societal commitment and to its overall performance. 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 and develop strong requirements through selection criteria in specifications, particularly with regard to the environmental and social impact of purchases;
- achieve the purchasing ambitions as regards inclusive structures, the social and solidarity-based economy (SSE) sector, 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;
- **respectful of the environment:** through its purchases, the group contributes to an economy that fights against waste, reduces emissions and promotes the circular economy;
- **innovative:** the group wants to innovate in purchasing solutions and for the development of integration.

The responsible purchasing policy formalises the approach described above. It sets out the group's strategic direction on corporate social responsibility (CSR) issues. It is based on ethical principles (rules of professional conduct):

- fight against corruption, confidentiality commitment, absence of conflicts of interest;
- vigilance to respect Human Rights, fundamental freedoms and the environment (see vigilance plan in Appendix 1 of La Poste Groupe's Universal Registration Document);
- transparency in the information given;
- equal treatment of suppliers;
- supplier commitment to CSR.

The document is currently being reviewed and will be distributed in 2022.

This approach is already applied to each of the stakeholders in the purchasing process: the purchasing function, suppliers and specifiers.

The **Charter of "responsible and ethical commitments in the purchasing sector"** is intended for employees of the purchasing function to ensure that they are familiar with and apply the group's purchasing rules. They also undertake to warn of the risk of serious infringement of human rights, fundamental freedoms, health and safety of people, or the environment, of which they may be aware in the context of their missions within La Poste Groupe or at one of its suppliers. Lastly, they undertake to respect these principles and to promote them to their specifiers and suppliers.

The **Charter of Responsible And Ethical Commitments for specifiers** was established in December 2021 and released in April 2022. These employees are the ones who maintain relations with suppliers and who must therefore be familiar with and comply with the purchasing rules and procedures, as well as the systems relating to compliance. This document reminds them of the group's commitments in terms of compliance and ethics, as well as the social, societal and environmental commitments that they must respect and promote to the group's suppliers.

The **Responsible Purchasing Charter for suppliers**. In particular, it states that suppliers must respect and promote the principles of the United Nations Global Compact and the fundamental conventions on forced labour, child labour, freedom of association, discrimination and equal pay of the International Labour Organization. By adhering to this Charter, suppliers also undertake to respect the principles related to environmental protection (precautionary principles, reduction of water, air, noise and soil pollution, greenhouse gas emissions, resource and energy consumption limitations, biodiversity protection, energy efficiency).

The Responsible Purchasing Charter specifies the commitments that suppliers make in terms of human rights and which they undertake to promote to their subcontractors:

- respect for the rights of indigenous and tribal peoples and communities;
- respect for the health and safety of people, the prohibition of forced labour, child labour, corporal punishments, and all forms of harassment;
- compliance with legislation on the management of working hours, remuneration, training, freedom of association, the right to collective bargaining, the right to organise (ILO Conventions C87, C98, C135), working conditions that respect the dignity of people;
- prevention of all forms of discrimination;
- implementation of the means necessary to comply with the principles set out in their supply chain. With regard to subcontracting, suppliers undertake to declare their subcontractors, regardless of their rank in the value chain, to ensure that their subcontracting chain respects the commitments made to La Poste Groupe and to communicate any problem.

It also specifies the social, societal and environmental commitments made by the group to its suppliers:

- transparency in the contractual relationship;
- equal treatment and independence of its service providers;
- the provision of a whistleblowing system to its suppliers to report any serious breaches of human rights and fundamental freedoms, health and safety of people as well as the environment, noted during the execution their contract;
- the possibility of using the ombudsman in the event of a dispute.

Lastly, it specifies the reciprocal commitments between the group and its suppliers, in the context of services provided on postal sites.

The purchasing governance within La Poste Groupe involves the following Departments, Committees and business lines:

- **the group's Purchasing Department** in particular, draws up the risk prevention policy and CSR issues on purchases and manages the supplier assessment system that it makes available to the group's entities. It also handles supplier alerts. 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 La Poste Groupe's Universal Registration Document**). This tool enables the purchasing function to manage and manage CSR risks on a daily basis with its suppliers;
- **the category managers** define the purchasing strategy for their portfolios, validated by the heads of purchasing;
- **the Compliance and Responsible Purchasing division** of the group Purchasing Department provides support to the purchasing function, in particular to validate the compliance of the defined purchasing strategies and support responsible






purchasing initiatives, in particular through the integration of CSR issues in purchasing files (see CSR risk management system below). The division is also responsible for leading the responsible purchasing community through the internal network and conferences;

- **the La Poste Purchasing Committee⁽¹⁾**;
- **the job descriptions of the purchasing teams** include the skills and expectations in terms of responsible purchasing and compliance. A significant portion of the purchasing teams is focused on the integration of CSR in their business;
- **the Legal Department** supports the Purchasing Department in monitoring regulations relating to CSR issues;
- **the Societal Commitment Department** is responsible for establishing the group's CSR policy and monitoring its implementation by the departments, including the Purchasing Department. It is also responsible for supporting and informing departments through its expertise on CSR issues.

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.

(1) For more details, see the detailed table presenting the bodies in Section 1.

THE CSR MANAGEMENT SYSTEM INTEGRATED INTO THE PURCHASING PROCESS

System	
 ① Sourcing	<p>Search for suppliers offering relevant CSR innovations in response to La Poste's needs</p> <ul style="list-style-type: none"> ● Participation in trade fairs and presentation of the purchasing strategy to suppliers ● Use of matchmaking and market referencing platforms <p>News 2021: Handeco and Pas@Pas relationship and Beta inclusion platform test</p>
 ② La Poste portal	<p>Accessible supplier portal, allowing:</p> <ul style="list-style-type: none"> ● simplification of the relationship ● digitisation of the procedure ● market overview ● real-time traceability of the procurement process ● traceability of acts <p>For more information: www.lapostegroupe.com/fr/espace-fournisseurs</p>
 ③ Call for tenders and selection	<ul style="list-style-type: none"> ● Integration of CSR requirements into specifications ● Facilitating market access for inclusive businesses and SMEs ● Communication and signature of the Responsible Purchasing Charter by the supplier ● Assessment of suppliers and offers based on CSR criteria ● Assessment of financial solvency and dependency risk
 ④ Contractualisation	<ul style="list-style-type: none"> ● Insertion of CSR clauses in the contract and associated penalties ● Inclusion of CSR progress plans <p>Note: 100% of suppliers have signed the GPC, which include the CSR clauses, and 100% of suppliers submitted to calls for tenders have signed the Responsible Purchasing Charter</p>
 ⑤ Life of the contract	<p>The monitoring of the CSR performance of our suppliers reviewed in 2021 includes:</p> <ul style="list-style-type: none"> ● Mandatory CSR maturity self-assessments for all suppliers (general purchasing clauses) supported by a tool developed by the French National Organisation for Standardisation (<i>Association française de normalisation</i> – AFNOR) ● Programme of documentary checks and audits conducted by AFNOR following these self-assessments, in the event of suspected non-compliance ● Regular follow-up by the buyer ● Control and monitoring of the financial health and verification of the dependency rate on the publication of company balance sheets ● Supplier whistleblowing and support systems
Tools to strengthen the system	
Sector risk mapping	<p>Regular mapping update:</p> <ul style="list-style-type: none"> ● Including a view by geographic area ● Breakdown at sector and country level according to six themes <p>This mapping is also used to identify risks of serious harm to the environment, human rights and fundamental freedoms and working and safety conditions within the framework of the law on the duty of vigilance.</p>
Training/facilitation of buyers and specifiers	<ul style="list-style-type: none"> ● Responsible purchasing community (350 people) led by the Purchasing Department and the Societal Commitment Department ● AFNOR training circle for responsible purchasing agents ● Workshops and conferences on responsible purchasing ● Purchasing Challenge rewarding innovative projects ● 69 employees of the parent company purchasing function trained in responsible and ethical purchasing in 2021



For more details, see <https://www.lapostegroupe.com/fr/organisation-des-achats-au-sein-du-groupe>

Responsible digital purchasing

In 2021, La Poste continued to formalise the procedure for responsible digital purchases and the associated tools: prioritisation strategy, catalogue of criteria, grid of questions on environmental transition topics (energy performance, circular economy, eco-design), human rights (health and safety, forced labour, children, discrimination, prevention of degrading human treatment, etc.). La Poste asks suppliers in particular about the existence of ISO 50001, ISO 14001, ISO 45001 or OHSAS 18001, SA8000 certifications, and about the compliance with RGAA standards in terms of accessibility.

Purchasing of responsible and low-carbon delivery services

100% of delivery consultations contain an environmental management criterion such as driver training in eco-driving or the existence of a fuel consumption traceability system.

100% of the delivery framework agreements include social requirements, in terms of compliance with the French Labour Code and prevention in terms of health and safety. The contracts stipulate that the supplier's employees must be equipped with personal protective equipment (gloves, shoes, masks). On-site checks are carried out on the possession of driving licenses and the adequacy between the license plate and the Euro standard used by the vehicle. A second-level control of the compliance with regulations is carried out by the risk managers.

Prescribers, buyers and the CSR team regularly participate in a "Delivery" Committee, which addresses the issues of risk prevention in terms of health, safety, illegal work, and environmental transition, etc. Delivery buyers educate their suppliers about sustainable development.

La Poste supports its delivery service providers to promote their environmental transition:

- by explaining the current regulations and the ecosystem;
- by informing them about the assistance available to make the environmental transition;
- by offering them negotiated tariffs on natural gas and biogas for the purchase of clean fuel;
- by thinking about how to help them find ways to meet specifications with high environmental requirements.

A questionnaire on CSR practices was sent to delivery personnel. It will enable the group to improve its knowledge of the existing fleet of delivery personnel in terms of atmospheric pollution and greenhouse gas emissions (number of km travelled, fuel consumption of the fleet) as well as its reporting. In 2021, 64% of delivery people responded to this questionnaire.

The group **supports its suppliers and subcontractors, of which 87% are VSEs, SMEs and ISEs**. 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 Groupe aims to reach €20 million in purchases from the sheltered sector by 2025. To this end, the group is involved in various initiatives:

- La Poste Groupe was one of the pilot companies participating in 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. La Poste Groupe's subsidiary Docaposte 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;

- La Poste Groupe continues its partnership with Handeco and its participation (conferences) in the online fair for solidarity purchases, HandiHA. This fair brings together buyers and companies in the disabled and sheltered sector. At the La Poste stand, companies can establish contact and learn more about the group's procedures and policies. Buyers can organise speed meeting sessions to meet with companies in their portfolio;
- La Poste is a partner of the inclusion platform, whose objective is to develop the integration sector, in particular by bringing together contractors and companies in this sector.

GRI	Indicator	Scope	Unit	2019	2020	2021
102-9	Purchases	La Poste SA	€ billion excl. tax	4.2	4.6	4.5
	Weight of VSEs/SMEs/ISEs	La Poste SA, La Poste Immobilier and La Banque Postale	in %	81	82	87
	Purchasing employees trained in responsible purchasing	La Poste SA, La Poste Immobilier and La Banque Postale	Number	NA	NA	69
	Coverage rate of duty of care clauses	La Poste SA	in %	NA	100	100
	Number of suppliers informed of the self-assessment system	La Poste SA and La Poste Immobilier	Number	-	5,570 ⁽¹⁾	1,773
	Number of self-assessments carried out	La Poste SA and La Poste Immobilier	Number	592	618	270
	Number of documentary audits carried out	La Poste SA and La Poste Immobilier	Number	NA	170	73
413-1	Purchases from the protected workforce integration sector	La Poste SA, La Banque Postale	€ million	14.1	12.6	13.5
	Number of protected workforce integration sector suppliers	La Poste SA, La Banque Postale	Number	197	209	156
102-9	Purchases from the disabled and sheltered work sector	La Poste SA, La Banque Postale	€ million	12.1	13.1	16.3
	Number of disabled and sheltered work sector suppliers	La Poste SA, La Banque Postale	Number	959	416	358
	Purchasing employees having signed the purchasing function's responsible and ethical commitments	La Poste SA, La Poste Immobilier and La Banque Postale	in %	NA	NA	100

(1) Cumulative vision since the start of the system.

2.5 INNOVATING FOR REGIONAL ECOSYSTEMS

La Poste Groupe builds local alliances with social and solidarity-based economy players (SSE) with the aim of reducing vulnerability in the regions and developing new drivers of sustainable economic development.

This approach is embodied by the Dynamic Alliance which brings together SSE players, La Poste partners and committed to acting together for a positive impact in the regions. Over **1,300 local**

partnerships have been established between La Poste and SSE players.

The Charter of the Dynamic Alliance specifies in particular the **areas of action of these partnerships based on La Poste's four societal commitments:**

DYNAMIC ALLIANCE CHARTER

The will to act together



REGIONAL DEVELOPMENT AND COHESION

Strengthening social interaction in the regions

Develop shared spaces, particularly in rural areas and in urban priority neighbourhoods to strengthen the attractiveness of these regions and the social interaction between their inhabitants.



SOCIAL INCLUSION

Increasing the autonomy of the elderly:

For example: jointly create packages of services to promote home care for seniors because the ageing of the population requires inventing new solutions.

Promoting employment inclusion:

Develop a proactive responsible purchasing policy to support the disabled and sheltered sector and the sector for integration through economic activity.

Promoting social mobility:

Joint action to identify and support the fulfilment of all talents, in all their diversity, and to combat discrimination, which is a source of inequality.

Reducing financial vulnerabilities:

Work together to build solutions that promote banking accessibility and inclusion for all (for example: support for people with over-indebtedness, micro-loans, micro-savings, micro-insurance, etc.).



ETHICAL, INCLUSIVE AND FRUGAL DIGITAL SERVICES

Promoting ethical, responsible and inclusive digital services

Act for digital inclusion: develop systems to detect, support, train and equip people experiencing difficulties with digital tools in order to strengthen their autonomy with regard to digital technology.



ENVIRONMENTAL TRANSITION FOR ALL

Accelerating environmental transitions

Act for the energy renovation of housing, the promotion of short supply chains and the circular economy, and the reduction of CO2 emissions in major cities.



These are first and foremost partnerships **aiming to develop La Poste's responsible practices**, by drawing on the know-how of SSE players to meet the specific needs of the group's entities:

- La Poste is acting proactively to develop inclusive purchases from structures in the disabled and sheltered sector and the sector for integration through economic activity: in 2021, La Poste's operational entities called on **more than 500 SSE-referenced suppliers** to cover their needs related to

the purchase of local services such as cleaning of green spaces, subcontracting or temporary work;

- 130 partner associations also operate in more than 500 post offices located in urban priority neighbourhoods to support customers in difficulty with their basic postal operations (access to ATMs, online services, drafting of documents, etc.). In 2021, these local partnerships, initiated under the postal coverage agreement, made it possible to finance more than 250,000 hours of work using the equalisation fund.

La Poste is also developing **economic cooperation or societal innovation partnerships** in order to respond to the vulnerabilities of specific regions or customers:

- **60 SSE “La Poste Relais” outlets** have been created by relying on players such as “Comptoir de Campagne” or “1,000 cafés” of the SOS group to revitalise rural areas, or with associations such as *Points Information Médiation Multiservices* (PIMMS) and FACE to meet the needs of the urban priority neighbourhoods;
- **network of 23 partner associations of the “Initiative Club”** led by La Banque Postale and aimed at co-constructing solutions adapted to customers in a financially vulnerable situation (microloans in particular or over-indebtedness management, etc.);
- in the area of ageing well at home, La Poste has developed **partnerships for the delivery of meals with SSE players** such as ADMR, or with associations such as *Secours Populaire* or PIMMS to train seniors in the uses of digital technology with the Ardoiz tablet.

Lastly, La Poste is developing **sponsorship partnerships** (financial sponsorship, skills sponsorship, provision of equipment or logistics resources) to support SSE players in the performance of their missions:

- **80 associations** supported to promote the integration of young people (for example *Énergie jeunes*, *Unis Cité*, *Enactus*, *Les écoles de la 2^e chance*, *Article 1*, the network of local missions, etc.);
- donations of equipment (office equipment, IT equipment, etc.) to 60 local associations;
- **120 partner associations** benefit from the provision of La Poste employees as part of skills sponsorship actions.

La Poste, as part of the “La Poste 2030 committed for you” strategic plan, has set itself the **objective of developing 150 new local partnerships per year with SSE players**.

Chaired by François Hollande, **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.” La Poste Groupe is a founding partner of the foundation. It actively supports the foundation’s development and that of its winners in mainland France and the French overseas departments. Each year, a competition makes it possible to identify ten winners in mainland France and two in the French overseas departments who will join a class for three years. **“La France s’engage” gives them the financial resources**, from €50,000 to €300,000, to exist, invest and hire. It also provides skills-based sponsorship to enable them to develop and spread throughout the country, and to create their own network within the SSE ecosystem.

La Poste Ventures⁽¹⁾ was created in 2021. This new private equity fund for start-up completes the range of start-up support tools put in place by La Poste: the **incubation of fintech and assurtech start-up with platform58**, La Banque Postale’s incubator; the **acceleration of start-up with the French IoT programme, the Lab Fab**, which develops industrial innovation in the field of logistics; and the support of start-up in the process of being created with La Poste *Coups de Cœur* **#FemmesduNumériques** with the support of the KissKissBankBank crowdfunding platform.

Four **French IoT start-up** at CES in Las Vegas 2021: for the seventh year in a row, La Poste is giving visibility to the winning start-up 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.

(1) La Poste Ventures will invest in service innovations using emerging technologies in five areas related to the group’s activities (connected and augmented logistics for the user experience; Green and smart cities and territories: sustainable services in the regions to increase their attractiveness; Phygital: the combination of digital and physical and human presence, contact and contactless, to optimise customer journeys and support the transformation of the public sector, regions and companies; Health and living well: innovative services for health players and their beneficiaries; Digitisation: accelerating digital transformation, developing trusted digital technology, optimising the employee experience and improving performance)

PROMOTING SOCIAL INCLUSION

3

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Ambitions

In order to promote social inclusion, La Poste Groupe develops useful, innovative and inclusive local services for all. Ageing and the movement of populations towards the peripheries lead to phenomena of isolation, or even exclusion. Young people also face difficulties in integrating into society. The group thus supports young people in their entry into the workforce, and seniors in ageing well at home. It ensures banking accessibility for the most

disadvantaged and promotes the inclusion of people excluded from employment. It supports integration and equal opportunities, in particular through the civic commitment of its employees. La Poste also wants to strengthen its actions in favour of digital inclusion.

Highlights in 2021

● JANUARY/FEBRUARY

- Second Meeting of Chairmen of the 25 signatory companies of the **Manifesto in favour of skills-based sponsorship**, organised by the Alliance for Skills-based Volunteering (Alliance pour le mécénat de compétences).
- La Poste Groupe's commitment to propose **8,000 solutions for young people as part of the "1 young person/1 solution" plan**.
- Publication of the **new PAQTE report** highlighting the actions carried out in the urban priority neighbourhoods around four pillars: raising awareness, training, recruiting and purchasing.
- Signature by Chronopost's head office of a company agreement, **"Collective agreement in favour of the employment of disabled people - agreement approved 2021-2023"**.

● SEPTEMBER

- Launch by La Banque Postale of the **new relationship programme, Atout Simplicité**, for vulnerable customers.

● OCTOBER/NOVEMBER

- Organisation of the **education fortnight** to encourage La Poste employees to engage in skills-based sponsorship with around 15 partner associations.
- Signature of the pilot agreement between La Poste Groupe, Formaposte IDF and the regional association of local missions to provide **the best possible support to young unemployed people**.
- Signature of the pilot agreement between La Poste Groupe, Formaposte and Second Chance Schools (écoles de la deuxième chance - E2C) to provide **the best possible support to young unemployed people**.

● DECEMBER/JANUARY 2022

- La Banque Postale joins the PRB Commitment to Financial Health and Inclusion, an initiative of the Principles for Responsible Banking aimed at encouraging banking institutions to accelerate their actions in favour of **more inclusive finance**.
- La Poste is committed to the government programme **"1 young person, 1 mentor"**.

2021 results & medium-term objectives

GRI	Indicator	Scope	Unit	2020	2021	2025/2030 target
PROMOTE SOCIAL INNOVATION^(a) SDGS 4 & 17						
413-1	Partnerships within the Dynamic Alliance ^(b)	La Poste	Number	-	172	150/year by 2025
102-7	Driving license theory test centres	La Poste	Number	650	734	-
413-1	Number of theoretical driving license tests taken at La Poste	La Poste	Number	935,170	1,060,673	-
PROMOTE INCLUSIVE AND ETHICAL DIGITAL SERVICES SDGS 4 & 10						
413-1	Supported, trained and equipped citizens experiencing digital illiteracy ^(c)	La Poste	Number	250,000	400,000	1 million by 2030
ACCELERATE ON THE SUBJECT OF FINANCIAL ACCESSIBILITY SDGS 8 & 10						
413-1	Customers in financially vulnerable situations ^(d)	La Banque Postale	Millions	1.4	1.6	-
413-1	Livret A customers benefiting from the banking accessibility public service mission	La Banque Postale	Millions	1.5	1.4	-

(a) See also Section 6 on social policy.

(b) Partnerships with structures of the social and solidarity-based economy, with a target of 150 new partnerships per year by 2025. The figure of 172 corresponds to the number of new partnerships in 2021.

(c) Supported, trained or equipped by La Poste and its partners (number of support events provided on online administrative procedures in France Services, people trained in digital banking inclusion, use of the Ardoiz tablet, etc.).

(d) Financially vulnerable customers, as defined by La Banque de France.

3.1 PROMOTING THE INTEGRATION OF YOUNG PEOPLE AND EQUAL OPPORTUNITIES

La Poste leads a proactive inclusive social policy promoting equal opportunities and facilitating professional integration of young people and people excluded from employment, regardless of their origin.

In 2019, the group wanted to get involved in a new partnership mobilisation framework, the PAQTE initiative, in favour of urban priority neighbourhoods. 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.

The 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:

- La Poste offers online “learn everything” courses from the first to the final year for the children of employees;
- each year, La Poste welcomes numerous interns, with special attention paid to young people from urban priority neighbourhoods as well as to young people with disabilities;
- La Poste, a leading player in work-study training, trains around 4,000 young people per year, either on apprenticeship contracts or vocational training contracts, 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.);
- La Poste Groupe 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 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.

La Poste Groupe 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 school catch-up: Second Chance Schools Network, for school dropouts, *Unis Cité* for young people in civic service;
- with integration through employment: ADIE, the network of local missions;
- for disability accessibility: JACCEDE lists accessible public places with a focus on post offices.

L’Envol⁽¹⁾, the La Banque Postale campus, has been supported by the French Ministry of Education since its launch in 2012. 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. 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 897 students:

- ten year groups in the “general and technological pathway” in partnership with the Article 1 association;
- seven year groups in the “professional pathway” (catering, industry-metallurgy, art and fashion), in partnership with the *Réussir Moi Aussi* association.

La Poste Groupe employees can get involved as mentors of a young person. They follow a day of training before committing to a young person.

Since its launch, *L’Envol* has won numerous awards, including the *Trophée France Mécénova*, *Cachet d’Europe* and the National Trophy for Corporate Citizenship.

(1) For more information, see La Banque Postale’s Universal Registration Document, Section 6.4.6.3

GRI	Indicator	Scope	Unit	2020	2021
PROMOTING THE INTEGRATION OF YOUNG PEOPLE AND EQUAL OPPORTUNITIES					
	Number of interns received	La Poste	Number	2,756	4,300
	Of which from urban priority neighbourhoods ^(a)	La Poste	%	12%	11%
	Year 10/9 th grade school pupil trainees welcomed	La Poste	Number	635	800
	Of which from secondary schools in disadvantaged districts	La Poste	%	11%	11%
	Young people trained under apprenticeship or vocational training contracts	La Poste	Number	4,541	4,182
	Of which from urban priority neighbourhoods ^(a)	La Poste	%	13%	12%
	People with disabilities hired ^(b)	La Poste	Number	926	937
203-1	Young people supported by L'Envol ^(c)	La Banque Postale	Number	520	508
413-1	Sponsors involved in L'Envol	La Banque Postale	Number	52	59

(a) Urban priority neighbourhoods (*Quartiers prioritaires de la politique de la ville – QPV*).

(b) Inflows over the year of staff recognised as disabled workers.

(c) Objective: 650 people over the 2019-2022 period.

La Poste is developing a range of services specifically tailored to the needs of young people.

La Poste offers the possibility of taking the **general theoretical driving license test** (*Examen théorique général – ETG*) (Highway Code Test) at a post office.

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 S000L tablets from the French manufacturer Unowhy to local authorities to equip young people in schools (see Chapter 2).

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 La Poste Groupe employees in partnership with the 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 issue for the group. 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 ACTING IN FAVOUR OF AGEING WELL

La Poste Groupe is developing activities to protect and support the autonomy of seniors. The Health and Autonomy division was created in 2016 within the Services-Mail-Parcels business unit. It brings together two holding companies, La Poste Qualité de vie et Autonomie and La Poste Santé.

GRI	Indicator	Scope	Unit	2019	2020	2021
DEVELOP PREVENTION AND SUPPORT FOR AUTONOMY SDGS 2 & 10						
413-1	Revenue of the Health and Autonomy divisions	La Poste	€ million	137	170	203
413-1	Contracts subscribed to the "Veiller sur mes parents" (Watch Over My Parents) offer ^(a)	La Poste	Number	8,900	12,800	17,600

(a) Since the launch of the offer.

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 "Veiller sur mes parents" (Watch Over My Parents) offer of **local services for seniors** is emblematic of the diversification undertaken by La Poste since 2015. This offer covers a range of services, in connection with partner companies, which can be subscribed by private individuals themselves or by local authorities: well-being at home, monitoring and assistance 24/7, home deliveries, household and gardening services, DIY services, connected living, financing of works, and health or personal accident insurance.

More broadly, La Poste Groupe offers services to individuals. In 2019, La Poste strengthened its position in the capital of Axeo services, which offers a diversified offer, particularly in home maintenance and support for dependent people. Bien-être à la Carte, one of the French leaders in concierge services, joined La Poste's prevention and autonomy support activity in 2020. In 2021, Age d'Or, a company specialised in services to individuals whose mission is to support seniors in order to enable them to stay at home, joined La Poste. **The transformation of service-sector buildings into non-medicalised senior residences is part of the group's development in prevention and support for autonomy.** An agreement signed by La Poste Immobilier in October 2020 together with real estate partners will enable the creation of a first series of serviced senior residences in city centres (Brest, Châteauroux, Saint-Étienne, Auch, Villefranche-de-Rouergue and Amiens). The buildings transformed and delivered by 2025 will bring many benefits to make life easier for residents (easier social life, direct access to La Poste services, presence of a postman-manager for certain residences).

Regarding **home healthcare**, 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 provides home care services on medical prescription to more than 90,000 patients suffering from chronic illnesses (respiratory assistance, perfusion, nutrition, insulin therapy and home care).
- Diadom provides patient care, monitoring and delivery of medical equipment (urology, neuro-urology and stoma therapy).
- Nouveal e-santé specialises in the digitisation of the medical pathway and the home monitoring of patients undergoing chemotherapy in oncology and hematology.
- Newcard is an expert in remote monitoring of heart failure and kidney transplants. Newcard aims to improve the efficiency of patient care and reduce hospitalisations through the early detection of signs of worsening or acute decompensation of their disease. Newcard aims to extend remote monitoring to other chronic diseases (respiratory failure, diabetes, neurological disorders, etc.).

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 "ambulatory care shift" in hospitals. Postmen detect the frailty of the elderly on behalf of health organisations and La Poste participates in the World Health Organization (WHO) ICOPE programme. The purpose of having postmen detect and assess the frailty of older people at home is to maintain or restore their functional capacities, thanks to the implementation of specific geriatric programmes. More generally, La Poste wants to be a "moving towards" player with its postmen to support public policies regarding old age and health.

3.3 SUPPORTING FINANCIALLY VULNERABLE PEOPLE

La Banque Postale is committed to 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 **prevent over-indebtedness and promote microcredit**. La Banque Postale is working to inform and raise awareness of financially vulnerable customers. In particular, it offers access to modern and inexpensive means of payment as well as local services. It develops citizen banking products by facilitating social home ownership, through loans adapted to the means of modest people.

La Banque Postale **welcomes 1.6 million customers in financial vulnerability**. They are **separate from the 1.4 million beneficiaries of the banking accessibility public service mission entrusted to La Banque Postale**.

The definition of financially vulnerable customers is set by regulatory criteria (Article R. 312-4-3 of the French Monetary and Financial Code), some of which, more generic, must be specified by the banks themselves. Since 1 November 2020, date of entry into force of the Decree of 20 July 2020, the definition of financially vulnerable customers has changed.



The criteria used by La Banque Postale to define financially vulnerable customers are described in Section 6.3.1.1.2 "Actions in favour of financially vulnerable customers" of La Banque Postale's Universal Registration Document. The reader will also find the actions implemented by La Banque Postale to support these customers in the sections:

- 6.3.1.1.2 "Actions in favour of financially vulnerable customers";
- 6.3.1.1.3 "Special system for customers under protection (adults and protected minors)";
- 6.3.1.1.4 "Facilitating access to services for disabled people";
- 6.3.1.1.6 "Combating banking exclusion with public and non-profit organisations";
- 6.3.4.3.1 "L'Appui, a budget support platform for customers experiencing financial difficulties".

La Banque Postale is developing and implementing specific actions for vulnerable customers or customers in difficulty, in particular:

- **a system for early detection of vulnerability**, making it possible to refer these people to L'Appui (see below) and offer the "Simplicity" account formula;
- **L'Appui**, the **banking and budgetary support platform** is accessible at the initiative of the customer via a single, non-premium rate number. Since 2013, more than **230,000** customers have been advised by L'Appui. 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;
- **budget workshops for young people in difficulty** (see "Developing services for young people" paragraph);
- the "Initiative against banking exclusion" club⁽¹⁾ develops new practices that meet the needs of financially vulnerable customers;
- support for **Action Tank Entreprise et Pauvreté**, a non-profit organisation under the Act of 1901. It aims to encourage the development of experimental company projects designed to reduce poverty and exclusion in France. Its programmes (*Malin*, *Mobiliz* and *Optique Solidaire*) are promoted by the customer advisers of the L'Appui service.

In terms of insurance, La Banque Postale and CNP Assurances support customers and social and societal changes 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;
- 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 the French Social Security Administration 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.



For more information, see Section 6.3.2.2 "Responsible insurance" of La Banque Postale's Universal Registration Document.

(1) This reflection and action club, created in 2012, is intended to be 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.

GRI	Indicator	Scope	Unit	2019	2020	2021
MAKE BANKING SERVICES ACCESSIBLE						
201-1	Banking accessibility	La Poste	€ million	320	350	330
102-7	Livret A savings accounts	LBP	Millions	15.3	15	14.6
413-1	Livret A savings accounts holding assets of less than €150	LBP	%	51	49	50
413-1	Customers supported by <i>L'Appui</i> (budget support)	La Banque Postale	Number	9,329	29,870	33,303
413-1	Personal microcredits disbursed (including housing microcredit)	LBP	Number	2,720	1,027	1,203
413-1	Microloan partnerships supported	La Banque Postale	Number	146	146	146

3.4 DEPLOYING A PHILANTHROPY AND GENERAL INTEREST POLICY

La Poste Groupe participates in general interest actions carried out through financial sponsorship of associations, end-of-career skills-sponsorship or short-term sponsorship by making employees available to certified structures, the financing of postal associations⁽¹⁾ open to members from outside the group.

GRI	Indicator	Scope	Unit	2019	2020	2021
FINANCIAL AND SKILLS-BASED SPONSORSHIP SDG 10						
201-1	Philanthropy and sponsorship (in cash, skills and in-kind)	LPG France	€ million	11	12	11.7
201-1	Of which funds paid to La Poste's Corporate Foundation		€ million	0.96	0.96	0.96
201-1	Of which La Banque Postale		€ million	6.98	6.8	5.7
PROMOTE SHORT-TERM SKILLS SPONSORSHIP, IN SUPPORT OF PARTNER ASSOCIATIONS						
413-1	Assignments carried out by employees	LPG France	Number	NA	395	728
203-1	Sponsorship hours	LPG France	Number	NA	1,170	2,203
413-1	Non-profit organisations involved in short-term assignments ⁽¹⁾	LPG France	Number	NA	23	43

(1) The five associations that mobilised the most employees in 2021: World Cleanup Day; 1 letter 1 smile; The food bank; Fondation la France s'Engage (FFE); LPO.

La Poste Groupe supports registered charities by offering its employees a wide range of secondments. The approach is structured around four areas: Solidarity, Environment, Education, Health.

(1) See Section 6, Benefits in kind.

The roll-out of the skills philanthropy policy continues through several channels:

- since 2015, as part of a scheme called "Part-time arrangements for seniors-SSE", employees close to retirement can work part-time for an association;
- skills-based sponsorship is open to all employees in favour of general interest associations certified by the group in order to reflect its challenges, global strategy and values;
- since 2019, a dedicated platform, accessible on the Internet, facilitates meetings between employees and partner structures. Nearly 100 public interest partner structures are present on the platform.

As for GeoPost/DPDgroup, hundreds of employees are also supported in their non-profit activities in 2021. All local subsidiaries are involved, supporting 350 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.

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 practice. La Poste is one of the project sponsors and sits on the Board of Directors.

La Poste Groupe puts its activities at the service of the greatest number of people and the general interest. 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.

La Poste museum: since its creation in 1946, the La Poste museum has three main missions:

- curate, enhance and showcase the French state's postal and stamp collections;
- preserve the history and heritage of La Poste;
- educate the public on the group's history.

The museum also organises events throughout the Greater Paris region (Île-de-France). It reaches different audiences: pupils, the elderly, children in hospital and disabled people.

La Poste's History Committee sponsors humanities research and promotes the Company's heritage.

La Poste Groupe is committed to major causes:

- since 1987, La Poste has been involved in the **Téléthon**. 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;
- for the past 30 years, La Poste has been a partner of the **Pièces Jaunes** (Yellow Coins) project to improve life for hospitalised children, alongside *Fondation Hôpitaux de Paris - Hôpitaux de France*;
- 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's commitment to sport, culture and regional tourism development:

- since 2007, coordination of the "Tous arbitres" programme, which helps to inspire young people to embrace refereeing as a career and promote the role of the 58,000 professional and amateur referees 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;
- opening of the Secretariat of Santa Claus (since 1962) whose mission is to answer all children who send him a letter. Almost 1 million letters per year;
- 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;
- support for the "French Language Week" alongside the Ministry of Culture on office screens;
- sponsor of *La Biennale de Lyon*;
- support for the "Plus Beaux Détours de France" association to help promote a hundred cities with 2,000 to 20,000 inhabitants with the objective of sustainable development of quality tourism.

PROMOTING ETHICAL, INCLUSIVE AND FRUGAL DIGITAL SERVICES

4

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Ambitions

As part of its new strategic plan, La Poste Groupe wants to accelerate its digital transformation, develop digital trust services, and contribute to digital inclusion, while aiming for digital sobriety. The group's stated purpose is threefold:

- contribute to the advent of ethical digital technology, develop digital trust services and deploy new innovative solutions;
- assert itself as a privileged partner of the French State and local authorities to reduce the digital divide and illiteracy;
- promote the ethical and responsible use of digital techniques while reducing their environmental impact.

The health crisis has reinforced the omnipresence of digital technology, transforming interactions with customers (from multi-channel to omnichannel). It has the effect of both accentuating the divides in uses and increasing the opportunities offered by digitisation.

To meet these challenges, the group intends to:

- make laposte.fr an open platform of reference for all types of mail;
- continue its joint work with Caisse des Dépôts to support the digitisation of public service activities and the 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;
- 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, increasing the skills of La Poste employees in terms of digital technology, a priority set out in the new labour-management agreement "Le pacte social", should enable the group to take into account major issues such as data protection for our customers or the fight against cybercrime. The development of new collaborative tools should facilitate the 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.

Highlights in 2021

JANUARY

- **R-Award** of Collectif Génération Responsable awarded to the network for the detection and training of customers unfamiliar with digital technologies.
- **ECOVADIS awards the Platinum level** to Docaposte for its CSR performance.

MARCH

- Signature of a **partnership** with INRIA and Fondation INRIA to **accelerate responsible digital innovation**.

MAY/JUNE

- **Unprecedented IT investment** for employees in contact with customers (10,000 PCs and 7,000 Smartéos).
- Publication of the **group AI Charter**.

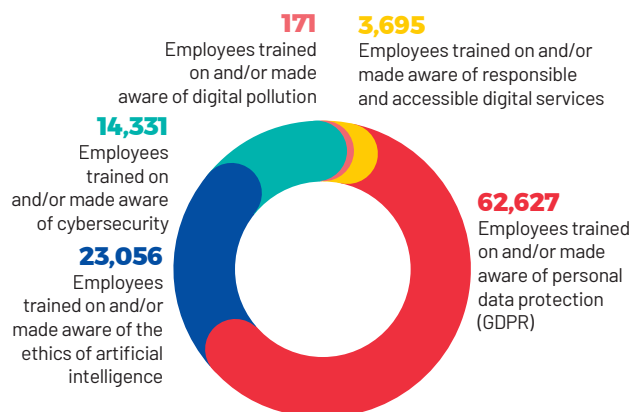
SEPTEMBER/OCTOBER

- Acquisition of Boxtal (100%) and Open Value (80%) and **creation of an Artificial Intelligence division** around Docaposte.
- "Super coup de cœur" **La Poste #Femmesdunumérique** awarded at the BIG (Bpifrance Inno Génération) event to the founder of the Spot on Travel digital travel guide.

DECEMBER

- Confirmation by ANCT of **100 postal digital advisor** positions to be deployed in departments under stress.

Significant digital training and awareness programme in 2021



2021 results & medium-term objectives

GRI	Indicator	Scope	Unit	2019	2020	2021	2030 target
ACCELERATE THE SUSTAINABLE, RESPONSIBLE AND SUSTAINABLE DIGITAL TRANSFORMATION SDG 9							
	Employees trained on and/or made aware of the environmental impacts of digital technology ⁽¹⁾	La Poste + LBP	Number	NA	NA	3,644	-
	Employees trained on and/or made aware of responsible and accessible digital services	La Poste + LBP	Number	NA	NA	3,695	-
ENSURE ETHICS AND DATA COMPLIANCE SDG 9							
	Employees trained in personal data protection (GDPR)	La Poste + LBP	Number	-	5,800	3,000	-
	Complaints sent by CNIL	LPG	Number	64	43	26	-
	Employees trained on and/or made aware of the ethics of artificial intelligence	La Poste + LBP	Number	NA	NA	23,056	-
	Employees trained on and/or made aware of cybersecurity	La Poste + LBP	Number	NA	NA	14,331	-
DEVELOP DIGITAL TRUST SERVICES SDG 9							
203-2	Digiposte+ electronic safe users ⁽²⁾	La Poste	Millions	4.0	5.5	7.0	-
	Digital identities ⁽³⁾	La Poste	Number	255,000	300,000	510,000	-
	Number of La Poste online unique visitors	La Poste	Million/month	20.6	29	27.8	-
	Number of "My account" customers	La Poste	Millions	16.8	21	23.5	-
203-2	Smartéo digital tablets installed in post offices	La Poste	Number	10,000	15,100	11,000	-
	Postmen/supervisors equipped with FACTEO telephones	La Poste	Number	90,000	103,900	102,100	-
CONTRIBUTE TO DIGITAL INCLUSION SDGS 1 & 4							
	Number of post offices involved in the digital inclusion programme	La Poste	Number	350	524	550	-
413-1	People detected in the use of digital technology ⁽⁴⁾	La Poste	Number	36,000	49,000	62,000	-
413-1	People supported, trained or equipped	La Poste	Number	NA	250,000	400,000	1 million/year

(1) Training from design to use.

(2) 245 million documents are stored on Digiposte+.

(3) 800 public or private services are accessible with a digital identity.

(4) Cumulative data since 2019.

4.1 ACCELERATING THE DIGITAL TRANSFORMATION BY ENSURING ETHICS AND DIGITAL SECURITY

DATA PROTECTION

For La Poste Groupe, 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 regularly updates its systems in order to **manage this major issue, by relying on three complementary levers: Digital Services business unit, Governance and Data Charter.**

1. The **Retail Customers and Digital Services business unit, which, as a trusted digital third party, carries the values of robust governance and the Data Charter.**

As **a trusted digital third party**, the Retail Customers and 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.

2. The **Digital Ethics Committee** within the Responsible Digital Committee was set up in January 2020. The CIOs of the business units and subsidiaries, as well as the group's CSR and strategy officers, take part in it. A working group bringing together all business units has defined the ethical principles in terms of AI for La Poste Groupe.

3. The deployment of the data protection system is based on solid **data governance** that involves several functions, which are presented, as well as their roles and responsibilities, in the table below:

Position	Duties
Data protection officer (DPO)	<ul style="list-style-type: none"> ● independently monitors compliance with personal data protection regulations within the group; ● informs, raises awareness and advises employees on the implementation of personal data processing; ● verifies compliance with the data protection regulations.
Chief Data Officer (CDO) and Data Artificial Intelligence (AI) division	<ul style="list-style-type: none"> ● enhance La Poste's data capital and supports the group's transformation through data; ● provide the communication and acculturation necessary for the group's transformation; ● lead 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	<ul style="list-style-type: none"> ● supports the digital transformation; ● guarantees the consistency and optimisation of the group's information systems; ● 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 La Poste Groupe entity (business units, corporate structures, services to business units and subsidiaries) has an information system security manager.	<ul style="list-style-type: none"> ● define, implement and ensure the smooth operation of the security management system for information systems at entity level; ● contribute to the choice of technologies and infrastructures.
Group Audit and Risk Department	<ul style="list-style-type: none"> ● analyses and monitors risks and internal control concerning GDPR compliance and the deployment of the Data Charter through regular audits within the business units.
Deputy DPO or french data protection authority officer (DPO relay body)	<ul style="list-style-type: none"> ● ensures the declaration to the DPO of the processing of personal data carried out in his or her entity and ensures their compliance; ● helps to raise awareness of and apply the personal data protection policy drawn up by the group.

The group's governance of the **General Data Protection Regulation (GDPR)** is ensured by a bimonthly **GDPR Steering Committee**. An annual progress report on GDPR deployment is also presented to the Audit Committee of the Board of Directors.

The **compliance programme**⁽¹⁾ covers several issues:

- organisational issues, with the setting up of a "data protection" organisation within the group, including, in particular, Deputy DPOs and data protection officers in the various group entities;
- IT issues, with the implementation of data protection from the design phase of projects (privacy by design) and the compliance of new and existing applications;
- legal aspects, including the updating of information notices and subcontractors' contracts to ensure their compliance with the GDPR. In 2021, the GDPR clause was updated, following the publication by the European Commission of new guidelines. A data protection impact analysis programme is carried out to ensure compliance of the processing operations requiring this type of analysis;
- awareness-raising and training for employees on personal data protection, which is based on the group's data protection Intranet, accessible to all group employees, and on several training modules;
- an initiative for La Poste Groupe's data protection community, in the form of a series of information and discussion meetings known as "Data Protection Meetings" (seven meetings in 2021);
- risk management through a permanent control plan initiated in 2021.

The **ambitions of the Data Charter**, rolled out to all La Poste employees, are as follows:

- provide customers with a constantly growing range of services;
- give people control of their personal data;
- protect data and report on how it is processed;
- guarantee trust-based collaborations between partners;
- commit to the common good.

ARTIFICIAL INTELLIGENCE (AI)

La Poste Groupe **aims to carry out 70 AI projects by 2023** to optimise employees' processes and work and to create value for customers. In terms of **ethics of artificial intelligence (AI) in customer relations**, the group strengthened three major assets:

- **human assets:** the **swearing-in of La Poste's employees**, obliging them to respect the confidentiality of correspondence and the amounts entrusted, was **extended to digital data** in 2016. This 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;
- **technical assets:** a pooled infrastructure – the data lake. Its very design (security, traceability, consent, retention periods, etc.) allows projects that natively comply with the Data Charter and the GDPR;
- **expertise assets:** with the acquisition of Probayes, Openvalue and Softeam, La Poste has more than 350 Data Scientists at the service of the Company's performance (e.g. predictability of traffic for GeoPost/DPDgroup, fraud detection, Chatbot "Mon timbre" online", etc.).

IMPROVE KNOWLEDGE ABOUT CUSTOMERS

The group capitalises on several KYC programmes rolled out within its business units:

- 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.

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(1) For more information, see also Section 3.1.3 "Compliance, a lever for safeguarding and sustainably developing for group" of La Poste Groupe's Universal Registration Document.

The group's customer knowledge base therefore pools data for both individual 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:

- 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 La Poste Groupe, 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 La Poste Groupe website).

DIGITAL ACCESSIBILITY

La Poste Groupe offers most of its services – including those of La Banque Postale – online 24 hours a day, seven days a week, to individual and professional customers, in order to simplify their daily lives.

La Poste also strives to make all of its internal and external digital media (websites, Intranet and extranet) easy to access, intuitive and responsible:

- a range of training courses, ranging from awareness-raising to the development of accessible websites, is available to employees, regardless of the functions concerned: purchasing, IT, communication, etc., are centralised and made available;
- accessibility criteria, including compliance, usability and reliability, are included in the specifications of service providers in the context of calls for tenders. Six criteria have been identified, covering the themes of compliance, usability and reliability.

TRAINING ON/AWARENESS OF RESPONSIBLE DIGITAL SERVICES

Because digital technology is an important driver of growth and development, the group **offers career paths to employees to support them in these new professions:**

- In 2015, La Poste Groupe partnered with **Simplon**⁽¹⁾ to train non-IT employees (postmen, 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 acquire a designer-developer diploma and join La Poste's 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.

Digital training for employees is a key issue identified in the "La Poste 2030, committed for you" strategic plan, which provides that digital training will be offered to each employee with an adapted pathway.

CYBERSECURITY

The Cybersecurity Department continued the development of the cybersecurity coordination and governance bodies that began in 2019. Thus, the group has the following Committees that ensure the deployment of La Poste Groupe'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.

La Poste Groupe's Information Systems Security Policy, 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 are ensured by a specific information system that enables the business units and subsidiaries to gradually become compliant between 2020 and 2022.

(1) Simplon is a social and solidarity-based economy start-up founded in 2013 that initially offered free coding training. Simplon has now broadened its scope of IT training.

PROMOTING ETHICAL, INCLUSIVE AND FRUGAL DIGITAL SERVICES

ACCELERATING THE DIGITAL TRANSFORMATION BY ENSURING ETHICS AND DIGITAL SECURITY

Within La Poste Groupe, 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 (*Prestataire de détection d'incidents de sécurité* – PDIS) by the French National Cybersecurity Agency (*Agence nationale de la sécurité des systèmes d'information* – ANSSI). All SOC's are coordinated by the Operations division 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, La Poste Groupe 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.

(1) 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.

4.2 DEVELOPING DIGITAL TRUST SERVICES

Docaposte is the digital trust leader in France.

Supported by the Executive Management of La Poste's digital subsidiary, **quality of services, compliance with service commitments, continuous improvement and compliance with regulations are commitments** that are rolled out at all levels of Docaposte to ensure customer satisfaction.

These commitments have led Docaposte to:

- implement a Quality Management System, ISO 9001 certified since 2010, then extend its scope of certification to Occupational Health and Safety and the Environment in 2015. At 1 March 2022, 32 of its sites were ISO 9001 certified, 13 were ISO 14001 certified and 12 were ISO 45001 certified;
- be certified for the excellence of its customer relations: its three sites certified ISO 18295-1 and one other certified NF 345, attest to the quality of its customer experience, in particular that of its customer contact centres;
- hold labels or certifications that are a benchmark in the market and in the areas specific to its business lines: electronic archiving systems, accurate digitisation of documents, production of standardised check forms, hosting of health data, electronic signature, digital identification and authentication;
- be eIDAS qualified for its entire range of trusted digital services and also benefit from the highest certifications for its data centres.

The presence of the "Tech & Trust by Docaposte" marker on the solutions marketed by La Poste guarantees its commitment to trustworthy, ethical and responsible digital technology that contributes to simplifying life.

The group's diversification strategy is driven by new trusted digital products and services that are useful and accessible to all, such as those making it possible to:

- **secure administrative documents with the Digiposte+ digital mailbox** and its associated mobile app. These free tools are used to store administrative documents and support users in their daily activities;
- **simplify and secure online processes with Digital Identity.** Since 2015, La Poste offers Digital Identity, which 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. The Docaposte service was the first to obtain, in 2020, security certification at the substantial level under the European eIDAS regulation from the French National Cybersecurity Agency;
- **facilitate mail procedures, thanks to the laposte.fr website.** The laposte.fr website has been enhanced with the possibility of printing stamps at home, obtaining all the information needed to send mail and parcels, stamp-collecting, etc.;

- **digitise and secure French school children's certificates of qualification for life**, thanks to a partnership signed between La Poste and the French national education system.

To promote 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:

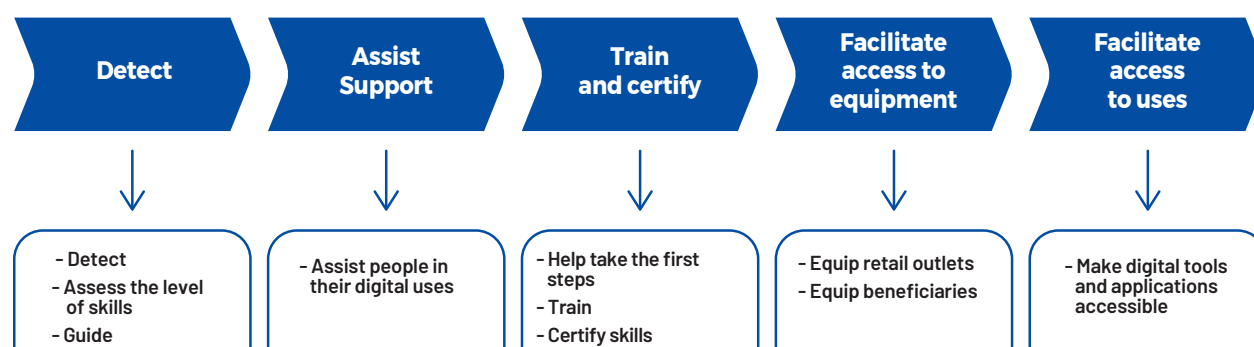
- the acquisition in 2019 of Icanopée, a leader **in the supply of shared medical record connectors** (DMP), intended for software publishers as well as the stake in the Quebec company Tactio, publisher of software enabling doctors to **remotely monitor patients**, contribute to strengthening the group's position as an operator of digital healthcare platforms;
- InAdvans, acquired in the summer of 2020, designs 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 real-life 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. The coordination between hospital and home is facilitated by the services offered by the group's Silver economy and Healthcare 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 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.

4.3 ASSERTING ITSELF AS A MAJOR PLAYER IN DIGITAL INCLUSION

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 service activities and the simplification of the use of public services by citizens.

As such, **La Poste Groupe** deploys action plans for each stage of the digital inclusion value chain:



Thirteen million French people currently experience difficulty with digital services; half of them have no access to digital services and have no Internet, while others use it only rarely.

Thanks to its regional network, La Poste is able to massively detect people experiencing digital illiteracy and offer them solutions adapted to their needs.

La Poste, now a "company with a mission", is committed to promoting ethical, frugal and inclusive digital services: the fight against digital illiteracy is at the heart of its societal commitments.

Digital inclusion is an integral part of the "La Poste 2030, committed for you" strategic plan, with the aim of supporting and facilitating the digital uses of one million citizens in a situation of digital illiteracy per year by 2030.

La Poste is already a major player in the fight against digital illiteracy in France. In 2021, La Poste with its partners helped support, train or equip 400,000 citizens experiencing digital illiteracy.

To strengthen its commitments in this area, La Poste is rolling out two dedicated digital inclusion schemes from 2022: the France Services Digital Advisor programme and the First Digital Step programme. **The objective is to train 100,000 customers in basic digital uses over the next two years.**

- **100 Digital Advisors** will be deployed in 57 departments selected by the French National Agency for Regional Cohesion (*Agence nationale de la cohésion des territoires* – ANCT).
- **100 First Digital Step post offices** will have an equipped and dedicated room to host digital training courses for audiences identified by La Poste and its partners.

Expected benefits:

- **For the regions:** The France Services Digital Advisors and First Digital Step programmes position La Poste as a major player and contributor to local public policies to combat digital illiteracy;
- **For La Poste:** The France Services Digital Advisors and First Digital Step programmes, co-financed by ANCT and *Banque des Territoires*, will strengthen the autonomy of La Poste's customers, particularly with regard to the uses of La Banque Postale online and thus contribute to savings on the number of counter transactions and increase the use of La Poste's online services by beneficiaries;
- **For La Poste employees:** Employees in professional transition recruited as Digital Advisors will follow a diploma course as a digital space mediator and **will develop new skills that will strengthen their employability within the group**;
- **For society:** The impact of these schemes will generate an avoided cost for the Company and savings for the beneficiaries estimated at €37 million (Source: 2018 France Strategies study based on 100,000 people trained).

The employees of the France Services spaces also assist and support people excluded from digital technology:

- in 2021, 213,000 people were supported in their online administrative procedures in the 370 France Services spaces located mainly in rural areas;

- 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.

The support for citizens is provided in addition to digital training courses leading to certification, such as *CléA Numérique*, an inter-professional 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 2022.

La Poste is taking action to improve equipment levels:

- **La Poste provides customers with digital tablets** in local postal agencies, digital equipment in the public service areas (MSAP), 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 about 500 post offices with a tablet;
- **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. 82,000 seniors and 660 professionals use Ardoiz.

Partnerships with AP-HP and the Directorate General for Social Cohesion (*Direction générale de la cohésion sociale* – 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 of social workers who provide consultation points.

4.4 ADVANCING THE RESPONSIBLE DIGITAL SERVICES APPROACH

The responsible digital services approach is at the crossroads of three challenges of the group's 2030 strategic plan:

- **Digitisation:** Accelerate the digital transformation, develop digital trust services and contribute to 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.

The structuring of the work is underway and will materialise in 2022 with the formalisation of the group's responsible digital services policy.

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 IS, CSR, Purchasing and

Strategy Departments with a view to developing action plans on **11 themes relating to responsible digital services:**

1. Responsible IT purchasing;
2. Responsible digital community;
3. Footprint and maturity measurement;
4. Responsible design of digital services;
5. Reuse and inclusion of waste electrical and electronic equipment;
6. Awareness-raising and training;
7. Digital accessibility;
8. Key performance indicators;
9. Responsible digital certification;
10. Artificial Intelligence ethics;
11. Corporate watch and strategy.

(1) Ministry of Justice, Ministry of Finance, Public Action and Accounts, Ministry of the Interior, the National Health Insurance Fund, the National Pension Insurance Fund, the National Family Allowances Fund, MSA, the National Employment Office, La Poste.



RESPONSIBLE PURCHASING: Ambition and objectives

La Poste Groupe is gradually rolling out its responsible IT purchasing policy by integrating CSR and responsible digital criteria into all of the group's IT purchases.

- 100% of projects will be the subject of an opportunity study (at the strategy stage) as regards the responsible digital purchasing approach to be adopted: application criteria, selection and/or contractual clauses, or progress plan
- 100% of applications include a questionnaire at the application stage
- 10% CSR criteria in our rating criteria for all consultations by 2025

Highlights in 2021

Since 2020, deployment of environmental, social and societal criteria in all areas of IT purchasing (except intellectual services) for:

- Printing solutions (Equipment)
- Office equipment (Equipment and services)
- Sourcing DPI – Studies and developments: IT services
- Sourcing SAFS – Studies and developments: IT services
- Telephony/Factéo – Equipment
- Open source support (Services)
- Third-party server maintenance (Services) and Third-party network maintenance (Services)
- Datavisualisation (Software)
- DC Lan (IT services)
- GPS (Software)
- Finance core (Software)
- Endpoint security (Software and IT services)
- X86 Servers (Equipment)
- Group hosting (IT services)
- Datalake – Visio 360 Posteimmo (Software)
- WEEE



RESPONSIBLE DIGITAL CERTIFICATION

The RD label makes it possible to identify and bring together all the organisations that are committed to reducing the impact of digital technology by implementing strategies such as those of La Poste Groupe. This label, thanks to its two levels, allows all organisations to have their procedures validated according to their progress.

Highlights in 2021

Significant commitments for 2024 have been made by the CSM IS:

FRUGALITY:

- footprint measurement of the CORP/CSM IS fleet and equipment plan
- study for green clay replacement
- deployment of responsible design
- measurement of digital services
- Scope 3: hosting and networks

ETHICS:

- integrate AI ethics training into our projects

INCLUSION:

- complete the accessibility of the portfolio of applications and implement the usability verification

MEANS (in terms of purchasing, CSM IS teams and Human Resources):

- amendment of IT Purchasing rules with RD criteria
- support for the deployment of responsible IT purchases by IS Departments

HR (Sector IS/group IS Department)

- Define the key profiles to be trained
- Enhance the skills in the job descriptions
- Refining the GPEC: Strengthening the Digital Accessibility audit unit
- Create dedicated DR functions

After starting its approach in the spring of 2021, the CSM IS was certified level 2 on 22 February 2022. The IS Department of the Services-Mail-Parcels business unit is in the process of obtaining certification and other group entities are also preparing to join the process.


FOOTPRINT

The carbon footprint of La Poste's and La Banque Postale's IT assets has been measured every two years since 2015. It was updated in 2018 and 2020 (including inventory).

- 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.

MATURITY

With a fleet of nearly 818,000 items of equipment^(a) (telephones, computers, tablets, servers, photocopiers, etc.), the group has already taken several concrete initiatives:

- improvement of the management of waste electrical and electronic equipment (repair policy promoting reuse, collection of mobile phones, etc.) allowing the monitoring of average life indicators and the rate of user equipment;
- awareness raising 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;
- implementation of an energy management system aimed at reducing energy consumption and raising user awareness of digital eco-actions.

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 to measure the volume of GHG emissions 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 2023. 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.^(b)

(a) 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).

(b) On-demand dematerialised services (e.g. Office 365).

4.5 WORKING WITH THE ECOSYSTEM TO ENSURE THAT DIGITAL TECHNOLOGY HAS A POSITIVE SOCIETAL IMPACT

La Poste Groupe makes a concrete commitment with its ecosystem to promote the development of ethical and inclusive digital technology. 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.

La Poste is **founding member of Green IT Club** and founded the French Institute of Responsible Digital Services (*Institut du numérique responsable* – INR) with several members. Today, the INR has 113 members, 33 certified, and has issued more than 1,800 RD certifications. Several agreements have been signed with MTE, DGA, DAE, ADEME, and DINUM, as well as with two regions and four metropolitan areas. 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, ethical and frugal AI;
- digital accessibility, the metaverse, new IT jobs, cybersecurity, feminisation, etc.

La Poste Groupe contributed to the drafting of the Charter of the French Institute of Responsible Digital Services. It was one of the first signatories, in June 2019. The Charter now has more than one hundred signatories. It is planned to revise the Responsible Digital Charter in 2022 in order to add a section on the commitment of the 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 work of INR, **in 2021 the group continued to contribute to various projects to promote ethical, inclusive and frugal digital technology:**

- participation in the work of CIGREF⁽¹⁾ on digital sobriety;
- participation in the work of the National Digital Committee (CNUM) to provide a responsible digital vision to the government, build a government roadmap on digital technology and the environment, and put in place the necessary tools for the implementation of the road map;
- participation, through INR, in the revision, carried out in September 2021, of the responsible digital certification to adapt it to different organisational profiles;
- steering of the work on the Reconditioning Label (DGE, MTE, ADEME⁽²⁾).

La Poste Groupe is a signatory of:

- the Planet Tech Care Manifesto, a movement that aims to provide committed players with the tools to reduce the environmental footprint of digital technology;
- the Inclusion Manifesto with a dedicated theme on digital accessibility.

(1) Association of Information Systems Directors of large French companies.

(2) DGE: Direction générale des entreprises (Directorate General for Enterprise); MTE: Ministère de la transition écologique (Ministry of Environmental Transition); ADEME: Agence de la transition écologique (French Agency for Ecological Transition).

4.6 DIGITAL APPENDIX

GRI	Indicator	Scope	Unit	2018	2019	2020 ⁽¹⁾
	Number of postmen equipped 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	La Poste Groupe	Number	11,000	11,000	8,388
	IT equipment base: workstations	La Poste Groupe	Number	162,000	162,000	148,176
203-2	IT equipment base: printers	La Poste Groupe	Number	115,000	115,000	110,302
203-2	IT equipment base: (business) mobile phone lines	La Poste Groupe	Number	191,000	191,000	155,205
203-2	Energy consumption of IT equipment base	La Poste Groupe	GWh	192	192	376

(1) Data not available for 2021. The digital footprint is only measured every two years.

WORKING TO ACCELERATE THE ENVIRONMENTAL TRANSITION FOR ALL

5

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Ambitions

La Poste Groupe has reaffirmed the strategic dimension of the energy and environmental transition in its strategic plan “La Poste 2030, committed for you”. For the group, the aim is to strengthen its position as a leader in the environmental transformation, capitalise on its strengths, meet the expectations of its customers and reaffirm its positive impact and its societal utility.

The group’s environmental policy⁽¹⁾ is based on three levers:

- a **circular economy policy**;
- a **climate and energy policy** and;
- since the end of 2021, a **biodiversity policy**.

These policies include commitments in terms of resource management, greenhouse gas emissions, atmospheric pollution and the protection of biodiversity. They aim to:

- continue efforts to promote the environment by reducing greenhouse gas emissions through trajectories in line with the Paris agreements (1.5°C);
- position itself as the leader in zero-emission delivery in France and Europe;
- assert itself as the leader in positive impact finance in Europe;⁽²⁾
- support regions and customers to have a positive impact on the environment: climate, air quality, resources, circular economy;
- be the first company with a certified “SBT for resources” trajectory.

(1) The group’s environmental policy (circular economy policy + energy policy + biodiversity policy) is available on its website.

(2) For more information on positive impact finance, see La Banque Postale’s Universal Registration Document, in particular Section 6, which can be downloaded from La Banque Postale’s website.

5.1 BECOMING A LEADING PLAYER IN THE RATIONAL MANAGEMENT OF RESOURCES

Ambition

La Poste Groupe is committed to the transition to the circular economy for itself and for its customers (companies, local authorities, private individuals). It develops solutions to support them, particularly in the areas of used purchasing, recycling, reuse and repair. It wants to assert itself as a leading operator and partner of the circular economy, at the service of the preservation of the planet's resources. The group's circular economy policy aims for the rational management of resources at all levels of the Company: in its purchases, its operations, its products and services and the treatment of its waste.

On the subject of resources, there is not yet a benchmark to which companies can refer in order to prove that they are on a trajectory compatible with global limits. La Poste Groupe wants to contribute to the emergence of such a standard. To this end, it participates in the international work of the Science Based Targets Network, which today looks at nature in a holistic way (SBT for Nature standard), and which could deepen the subject of resources. La Poste has set itself the goal of being the first company to have a certified "SBT for Resources" trajectory by 2030.

La Poste Groupe has set itself goals in three areas: its operations, its products and its services.

- **Operations:**
 - reuse or recycle 75% of operating waste;
 - reuse 100% of reusable IT equipment.
- **Products:**
 - La Poste's mail and parcel packaging: 60% recycled content; maintain 100% recyclable; move towards zero non-reusable plastic packaging;
 - La Poste Mobile: 10% of sales of refurbished telephones; offer phone repair and recycling services.
- **Services:**
 - support the development of second-hand platforms between private individuals;
 - become a leader in new local services in terms of circular economy logistics.

Highlights in 2021

JANUARY

- Membership of the Corporate Engagement Program of the Science Based Targets Network, in order to **co-construct the Science Based Targets for Nature** standard.

FEBRUARY

- Proposal by Recygo of a collection service for **recycling of Covid masks**.

JUNE

- Launch by DPD UK of an **innovative Eco Fund**, in support of the restoration campaign of Forestry England in Wareham.

SEPTEMBER

- Organisation of the second edition of **World Cleanup Day** involving 170 employees at 14 sites. More than 800 kg of waste were collected, including 33,000 butts.

OCTOBER/DECEMBER

- La Poste launches a new mailing and return service of **reusable packaging** for e-merchant parcels, as well as a **reusable pouch** for the parcel shipments of private individuals.
- Colissimo partnership with Hipli, an innovative start-up, creator of **reusable packaging** that reduce carbon emissions by up to 83% compared to disposable packaging.
- **RecyClo**, project for the reconditioning of electrically-assisted bicycles led by La Poste intrapreneurs, obtained the "Product verified to be robust, repairable, recyclable" label issued by AFNOR Certification.

2021 results & medium-term objectives ^{SDG 12}

GRI	Indicator	Scope	Unit	2019	2020	2021	2025/2030 target
REUSE OR RECYCLE 75% OF OPERATING WASTE BY 2030 ⁽¹⁾							
306-4	Recovery rate of waste electrical and electronic equipment ⁽²⁾	LPG	%	94	94	93	-
	Weight of WEEE collected	LPG	Metric tonnes	959	950	1,510	-
	of which reused portion		%	NA	11	5	-
	of which recovered through material recycling		%	NA	77	85	-
	of which share incinerated with energy recovery		%	NA	7	3	-
REUSE ⁽³⁾ 100% OF REUSABLE IT EQUIPMENT BY 2030							
	Recycled computers	La Poste and LBP	Number	NA	3,418	3,035	-
	Re-used smartphones and tablets	La Poste and LBP	Number	19,212	17,957	22,063	-
	Smartphones and tablets repaired and reinstated within the Company	La Poste and LBP	Number	7,453	7,333	3,624	-
PROMOTE AN ECO-RESPONSIBLE APPROACH AMONG MOBILE SUBSCRIBERS BY 2025							
	Sales of refurbished mobile phones	La Poste Mobile	Share in %	NA	NA	2.7%	10%
OFFER CUSTOMERS ECO-DESIGNED AND CIRCULAR POSTAL PACKAGING							
	Share of recycled material on the total weight of packaging sold	La Poste	Share in %	NA	39%	40%	60% by 2030
	Recyclable packaging ⁽⁴⁾		Share in %	100%	100%	100%	100%
	Non-reusable plastic packaging sold		Millions	NA	6.1	4.5	0 by 2030
	Packaging incorporating vegetable-based inks		Share in %	NA	74%	78%	100% by 2025
BECOME A LEADER IN NEW LOCAL SERVICES IN TERMS OF CIRCULAR ECONOMY LOGISTICS							
301-1	Quantity of materials collected	Recygo and Nouvelle Attitude	Metric tonnes	117,780	110,970	115,674	-
301-1	of which materials recovered for reuse or material recycling		Share in %	99%	99%	99%	-
301-1	Recygo customer sites	Recygo	Number	NA	10,000	19,450	-
301-1	Recygo offer users	Recygo	Number	629,261	611,182	665,400	-
413-1	Integration support	Nouvelle Attitude	Number of people	124	125	135	-
413-1	Of which dynamic exit to the labour market ⁽⁵⁾	Nouvelle Attitude	Share in %	78%	63%	86%	-

(1) This target concerns all operating waste. To date, the reporting only covers waste electronic equipment.

(2) Rate of recovery of waste from electrical and electronic equipment used by La Poste Groupe for its own operations. Recovery includes the following waste treatment methods: reuse, material recycling, incineration with energy recovery. These figures do not include donations and sales of equipment that has not become waste.

(3) The term "reuse" is used here for simplicity to refer to any second life of equipment after its use by La Poste. Unlike the English language where only one word exists (reuse), in French the regulatory terms distinguish between reuse for objects that have not become waste, and reuse for objects that have become waste in their life cycle. Here we combine reuse of both non-waste and waste equipment.

(4) Percentage of packaging that can be placed in selective sorting bins by private individuals whose municipalities have switched to extended sorting instructions. The situation of the sorting and recycling sectors in France is considered here.

(5) People who have found permanent employment or training leading to a qualification.

5.1.1 INTEGRATING THE CIRCULAR ECONOMY AT ALL LEVELS OF ITS OPERATIONS

La Poste Groupe 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. Thus, it acts through its supplies and consumption of resources, and endeavours to give a second life to equipment and to recover its waste. It works on

products intended for customers, such as postal envelopes and parcels and mobile phones. It also works on its own equipment and supplies, including electrical and electronic equipment, vehicles, paper, construction materials, water, furniture, packaging for logistics activities and work clothes.

Products intended for customers

Envelopes, postal parcels and packaging

La Poste Groupe implements an eco-design policy for its envelopes and postal parcels. All of its paper and cardboard mailing products are 100% recyclable. La Poste is also increasing the rate of incorporation of recycled materials and is aiming for zero non-reusable plastic packaging by 2030. Since the end of 2021, Colissimo has been marketing a dual-use flexible pouch made of 70% recycled material.

Digital terminals

La Poste Mobile currently sells a refurbished telephone model and is targeting 10% of its sales of refurbished handsets by 2025. La Poste Mobile offers the trade-in (with a trade-in bonus) and the reconditioning or recycling of old mobile phones. <https://www.lapostemobile.fr/recyclage>
 It is testing a telephone repair service in 100 post offices.

Advising customers on optimising the use of paper

The Mediapost subsidiary, a major player in local communication, supports its customers at every stage of their campaigns. For campaigns requiring paper (print campaigns), Mediapost relies on its ethical data management (ISO 27001:2013 certification) to limit losses, by distributing messages only to households directly concerned by an offer. Mediapost also has a database of addresses that is regularly updated, enabling advertisers to calculate the number of printed advertising required as accurately as possible. Mediapost also invites its customers to eco-design their print campaigns, using dedicated guides.

For its part, Docaposte is developing colour prints on white rolls. 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.

Equipment and supplies used by La Poste Groupe

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. Requirements also apply to ink, glues, varnishes, etc. 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.

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.

Recycling of office waste, of which paper generally accounts for 75%, is being deployed at all La Poste Groupe establishments.

GRI	Indicator	Scope	Unit	2019	2020	2021
RESPONSIBLE PAPER CONSUMPTION						
301-1	Total consumption of paper	LPG	Metric tonnes	12,961	17,596	15,592
301-1	of which paper from sustainably managed, eco-certified forests or from recycled paper	LPG	% of the total	91.4%	83.1%	84.8%

The group uses hundreds of thousands of items of **electrical and electronic equipment** in its activities: computers, telephones, printers, cameras, scales, sorting machines, etc. It deploys action plans at several stages of their life cycle in order to increase their useful life: repairs, internal redeployment, software maintenance, security, preventive maintenance, eco-friendly user actions, etc. As a result, La Poste's IT equipment has a longer than average useful life. For example, six years for laptops, seven years for desktop computers compared to three and five years on average.

Equipment such as computers, phones and tablets are sold for reuse. In 2021, 3,035 computers and 22,063 mobile phones and tablets were reused externally. La Poste Groupe is currently reviewing the management of its equipment with a view to **reusing 100% of the reusable IT equipment**, devoting at least 10% to solidarity reuse, in particular for digital inclusion.

La Poste collects spare parts from that **mail sorting machines** that it must discard. These parts can be used to repair other machines, allowing significant savings of around €500,000 to €800,000 per year, while avoiding the consumption of aluminium, plastics, printed circuit boards, etc. Some sorting machines are also given to IUT schools to participate in the training of future technicians.

At the end of the life cycle of objects, the group has structured the **processing chain for its waste from electrical and electronic equipment** (WEEE): 93% of WEEE is now recovered, 85% in the form of material recycling, 5% in the form of reuse, 3% in the form of incineration with energy recovery.

La Poste carries out or has service providers carry out **maintenance of its vehicles** to extend their life as well as that of spare parts. When it no longer has use of them, it gives them a second life through sales as used vehicles. Véhiposte has set up the sale of used postal vehicles to professionals and group 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.

Electrically-assisted bicycles are the subject of maintenance and repair actions thanks to the ecosystems of players located in the regions, including social security structures. At the end of 2021, convinced by the reconditioning system developed by two intrapreneur La Poste employees, La Poste decided to authorise and systematise the refurbishment of postmen's electric-assisted bicycles (see presentation of RecyClo in Section 5.1.2).

Other equipment and supplies

For **work clothes**, 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, La Poste Groupe is testing the implementation of an efficient and balanced recycling/reuse process for work clothes. After the encouraging results of the first experiment (FRIVEP), a second phase was launched in 2022. It aims to test a tool and industrialise the processes: choice of materials to be recycled and development of marketable products, in non-woven or recycled yarn.

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 solidarity-based economy structures, or to very small companies in the start-up phase.

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. Reflections are underway about the design of work clothes and parcels to reduce plastic consumption and/or increase their recyclability at the end of their life. Various plastic objects related to food production or consumption are routinely recycled (palletising films, strapping, bottles, etc.). Other objects are recycled as part of local solidarity projects. While the health crisis has slowed down the elimination of single-use plastic, particularly in restaurants, instructions are distributed to find alternatives to disposable plastic cups and bottles, in accordance with regulations, and adequate supplies are referenced by the Purchasing Department.

Until now, **used bicycle bags** were not recyclable. In 2020-2021, a study and tests with several partners were carried out by La Poste Groupe. In March 2022, an agreement was signed for the second life of bicycle bags with Recyclerie Sportive in Massy, which covers the entire country.

The specifications applying to the cafeteria service include CSR requirements, particularly with regard to preventing **food waste** and sorting waste. As a result, processes and methods have been implemented to prevent daily food losses, and to raise awareness among kitchen teams and guests. Innovations are being rolled out to reduce unsold items, such as the preparation of baskets at attractive prices.

Buildings and construction materials

In its specifications and calls for tenders, La Poste Immobilier, the group's real estate company, favours the use of **building materials** with low environmental and health impact. The studies are based on life cycle analysis experiments for certain projects.

La Poste Immobilier has launched several life cycle analyses of different types of operations to identify the items having the greatest impact and seek alternatives through the use of materials with a lower carbon footprint.

In addition, La Poste Immobilier has joined the low-carbon specifiers hub launched by the French Institute for Building Efficiency (*Institut français pour la performance du bâtiment* – IFPEB) and benefits from access to the tools developed to compare the carbon footprint of different materials. These tools enable it to target materials with a small footprint on its construction sites.

To ensure **better use of real estate surfaces**, La Poste Groupe deploys several co-working space concepts, which optimise the workspace, reduce commuting and facilitate cooperation between companies. As such, unused spaces in post offices or spaces in buildings that La Poste wishes to redevelop may be transformed into third-party co-working locations. For this, La Poste Immobilier is supported by partners and innovative start-up.

Since 2016, the group's real estate company has been a forerunner with its **construction waste prevention and management policy**. The regulations require an audit of waste materials and equipment during the dismantling of buildings of over 1,000 square metres. La Poste Immobilier has extended this obligation by introducing a waste/resource assessment on the same model (demolition, construction, renovation, refurbishment, etc.). La Poste Immobilier also prioritises the methods for processing resources, emphasising reuse. It has set itself ambitious targets in terms of waste material recovery (80% for non-hazardous waste, 85% for inert waste). 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. The recovery rates for the real estate projects monitored in La Poste Immobilier's national reporting for 2021 are 78% for non-hazardous waste and 82.6% for inert waste.

5.1.2 BEING A REFERENCE PARTNER IN THE CIRCULAR ECONOMY

La Poste Groupe is committed to supporting the environmental transition of its customers, regions and society.

New local logistics services for the circular economy

As a leading operator and partner in the circular economy, the group wants to overcome one of the major difficulties of the circular economy, that of the logistics of objects to be reused or recycled. It involves collecting everyday objects or professional equipment from private individuals or companies to extend their life cycle. La Poste Groupe has developed expertise in reverse logistics and offers a range of solutions for 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 La Poste Groupe are aimed in particular at customers with mixed quantities of materials: private individuals, SMEs, VSEs and network companies.

Ten years ago La Poste positioned itself in services related to the circular economy and support for the sectors, through the collection and recycling of office waste with two subsidiaries dedicated to the circular economy, 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 collaboration led to the creation of a joint venture, **Recygo**, which has become one of the main players in the collection and recovery of office waste. All office waste is concerned: paper, cardboard, bottles, cans, cups, cartridges, masks, etc. On small sites, office waste is collected by postmen, avoiding the need for dedicated rounds (larger sites and certain flows are collected by Suez). The waste is then sorted by Nouvelle Attitude, an integration enterprise and subsidiary of La Poste, or by partners from the social and solidarity-based economy. Subsequently, the waste is recovered by French service providers promoting local employment.

Recygo has launched Renoovo, the first subscription that fully covers the office paper cycle: from the supply of recycled paper to its recycling after use. Renoovo also offers a range of eco-designed supplies made in France.

Nouvelle Attitude is an integration company that is a wholly owned subsidiary of La Poste Groupe. Created in 2008, it is now located at six sites in France to act in the heart of the regions. It has two missions – one environmental and the other social – which together contribute to local economic development:

- its historical core business is the sorting and packaging of office paper and cardboard for recycling;
- it helps people who are out of work return to steady employment.

Today, Nouvelle Attitude wishes to develop new activities in the French departments where it is present, by putting its know-how at the service of companies and local authorities, by deploying integration teams directly on the sites, through subcontracting ("NA *in situ*"). The objective is to extend its activities to other logistics and handling services for the repair, reuse and recovery of materials and equipment.

In 2021, thanks to the services of Recygo and Nouvelle Attitude, 115,674 metric tonnes of materials were collected for recycling and reuse.

Other La Poste Groupe companies also offer their logistics services for the circular economy. With their dense regional network and responsible logistics, they are well placed to collect various types of recoverable goods, in particular on the principle of ensuring the logistics of the first mile (collection) in reverse logistics, *i.e.* using the return journeys of existing delivery or distribution flows to pool services. This is why they are developing various logistics and collection solutions, which are multi-channel, multi-product, multi-customer, multi-local and responsible, to serve the circular economy.

Several customers have chosen La Poste Groupe companies to collect items to be reused or recycled. For example, for several years Nespresso has chosen La Poste Groupe to offer its corporate customers the collection of their used capsules. Since 2020, **La Poste and its subsidiary Sogec** support the Ecosystem eco-organisation in the collection of used mobile phones from private individuals.

Urby, a subsidiary of La Poste Groupe and Banque des Territoires, a specialist in pooled and low-emission urban logistics, includes circular logistics activities in its offers. In particular, it is rolling out a “five-stream” professional packaging collection service (pallets, cardboard, plastic, polystyrene, etc.) at the customer’s delivered premises or on the routes, in all the urban areas of its network. In some cities, Urby also collects bio-waste.

Colissimo and Shop2Shop (by Chronopost) support the development of second-hand platforms between private individuals, through facilitating services such as **Pickup** pick-up and drop-off points or in mailboxes.

La Poste advises its **e-commerce customers** to reduce empty packaging and consumption of materials, and to integrate recycled materials, while maintaining the resistance of the packaging.

Since 2021, La Poste has been supporting **manufacturers of new reusable packaging**, to test the robustness and processes of use of their pouches. These tests led to the group structuring initiatives for the reusable packaging sector:

- the creation of a “label” defining the technical, environmental and societal standards that guarantee the successful delivery of reusable packaging;
- the creation of a process dedicated to reusable packaging manufacturers to “industrialise” empty returns, a key success factor in the development of the sector;
- raising awareness among retail customers with the testing of the flexible pouch in dual-use format. This experiment made it possible to confirm the interest and expectations of retail customers in this subject and the dual-use pouch will be available, from the spring of 2022, on a permanent basis.

At the end of 2021, Colissimo entered into a communication partnership with Hipli, one of the start-up designing reusable packaging.

The group also **supports the roll-out of the circular economy in the regions through innovative financing solutions**. Number one bank lender for local authorities, **La Banque Postale** has a long record of financing waste sorting and recovery facilities. In 2019, it launched the first green loan offer for local authorities in five areas, including two in the field of the circular economy: sustainable management of water and sanitation, waste management and recovery.

These green loans are also available to companies and professionals, intended to finance investments with a positive environmental impact, including projects related to the circular economy: collection, treatment and supply of water; construction or extension of water sewer networks; selective collection and transport of source-sorted waste; composting of biodegradable waste; recovery of materials from waste.

In addition, through its subsidiary KissKissBankBank, it offers crowdfunding solutions. For example, €250,000 were collected during the three editions of the call for circular economy projects of the European Metropolis of Lille.

To promote the emergence of new sectors in the circular economy or to accelerate their development, La Poste Groupe supports **start-up and social and solidarity-based economy structures** through several innovation mechanisms initiated by the group (such as the **French IoT** competition, the **La Poste Ventures** investment fund, or the **intrapreneurship** system) or of which it is a partner (e.g. *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.

Some examples:

- Recygo is a partner of the **French paper industry**. 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;
- La Poste supports the **Capillum start-up**, which collects hair from hairstylists to develop the first hair recycling channel. Hair waste has several uses: keratin extraction to improve skin care, pollution filtering netting, alternatives to plastic mulching for agriculture and gardening. Several collection and transport methods are being rolled out;
- **Two intrapreneurs** launched the **RecyClo** project in mid-2020. After five years of use, electrically-assisted bicycles belonging to company or local authority fleets reach the end of their life. RecyClo collects and repackages them with the same safety requirements as new bicycles, in order to be able to resell them at an advantageous price to local authorities, companies or private individuals. Their ambition: to promote the circular economy, reuse and short supply chains, and to contribute to social and regional cohesion by favouring local players in the social and solidarity-based economy. Among other advances, in 2021 RecyClo developed a first workshop in the Vosges, sold 120 bicycles, and was the first French company in mobility and reconditioning to obtain the “Product verified to be robust, repairable, recyclable” label issued by AFNOR Certification;
- La Poste supports the **SoliPain** initiative, a programme developed by the *Handicap Travail Solidarité* association to collect unsold bread from bakeries in order to transform it into products for human or animal consumption. The objective is also the creation of sustainable jobs for disabled people. At the heart of the system, La Poste provides regular pick-up logistics for unsold items in Pays de Loire. The objective is to collect and recycle 50,000 metric tonnes of unsold bread each year.

5.2 COMMITTING FOR THE CLIMATE

Ambition

The group's climate ambition aims to contribute to Neutrality 2050 on a global scale by intensively reducing the GHG footprint of our activities and contributing to the development of carbon reduction and sequestration projects outside our value chain in France and internationally. With regard to our logistics activities in particular, this ambition is illustrated by the deployment by 2025 of responsible urban logistics, ensuring 100% clean delivery (zero and

low emissions) in 350 cities in Europe. La Poste Groupe's objectives in the fight against global warming are presented below in Section 5.2.1 "GHG reduction objectives in line with the Paris Agreement".

With regard to the banking and insurance activities, this ambition is materialised through the Net Zero Banking Alliance initiative, which aims to accelerate the reduction of the emissions generated on financing and investment portfolios.⁽¹⁾

2021 results & medium-term objectives

GRI	Indicator	Scope	Unit	2019	2020	2021	2025/30 target
AMBITIOUS TRAJECTORIES FOR REDUCING GHG AND POLLUTANTS SDGS 7, 11 & 13							
305-5	30% reduction in GHG emissions over the 2013-2025 period	La Poste	%	-21.8	-22.4	-17.9	-30%
305-5	of which Scopes 1 & 2	La Poste	%	-33.6	-40.3	-35.3	-51%
305-5	of which Scope 3	La Poste	%	-11.1	-6.2	-2.2	-14%
305-5	Reduction of parcel emissions over the period from 2013 to 2025 ^(a)	GeoPost/DPDgroup	%	-13.9	-18.8	-21.9	-30%
305-5	46% reduction in GHG emissions over the 2019-2030 period ^(b)	LBP	%	NA		-15	-46%
302-1	Obtain electricity from 100% renewable sources by 2025 ^(c)	LPG	%	86.7	86.3	84.7	100%
FINANCE WITH A POSITIVE IMPACT SDGS 7 & 13^(d)							
201-1; 203-2	Outstandings responsible loans	LBP	€ billions	137		41.87	-
	- of which SRI outstandings	LBP	€ billions	30	25	30.80	-
	- of which outstandings with other ESG approaches	LBP	€ billions	107		11.07	-
203-2	Outstanding CNP Assurances ^(e) of total responsible financial assets (including unit-linked products)	CNP	€ billions	-	308.89	317.18	-
	- of which outstanding total responsible assets (including unit-linked products)	CNP	€ billions	-	34.58	54.62	-
	- of which outstanding financial assets with other ESG filters	CNP	€ billions	-	274.31	262.56	-
	Financing of green loans	LBP	€ billions	-	1	2	€2 billion in 2023

(a) For more information, see the DrivingChange publication available for download from www.dpd.com

(b) Scope of the commitment: GHG emissions from energy consumption related to the use of La Banque Postale's vehicle fleet and non-LCB buildings.

(c) Since 2016, the buildings managed by La Poste Immobilier have been supplied with 100% renewable electricity.

(d) For more information, see La Banque Postale's Universal Registration Document, in particular Section 6.

(e) Excluding outstandings managed by LBPAM.

(1) See La Banque Postale's 2021 Universal Registration Document, Section 6.2.4.

Highlights in 2021

JANUARY/FEBRUARY

- As part of the **GeoPost/DPDgroup green strategy**, DPD is the first delivery company in Estonia to use **100% electric Volkswagen e-Crafter vans** and **DPD Netherlands starts using 100 electric vans**.
- **Validation of the delivery decarbonisation programme⁽¹⁾**: 350 cities delivered in 100% alternative modes by 2025 thanks, in particular, to the acquisition of 10,000 electric vehicles and 1,000 cargo bikes.
- Inauguration of the **photovoltaic plant** on the roof of the Hôtel des Postes in Nantes (covering 15% of the site's needs).

MARCH/APRIL/MAY

- Signature⁽²⁾ of a **partnership with Air Parif**: 500 La Poste postmen's vehicles and 100 buildings are equipped with air quality sensors.
- DPD Switzerland presents the **100% electric lorries**, equipped with the highest capacity battery available in Europe (range of 760 km per charge).
- **Integration of CSR criteria** in the new consultation for **Colissimo plastic pouch packaging** (Services-Mail-Parcels business unit).
- Deployment by DPD of the Project BREATHE **air quality measurement programme** in six cities in the United Kingdom and in Hamburg, Germany.
- Renewal of La Poste Groupe's membership in the **French Business Climate Pledge**.
- Commitments of La Banque Postale **to phase out fossil fuels by 2030** and continued financing of energy companies committed to a transition plan in line with the Paris Agreement.
- The postage stamp printing plant of Boulazac becomes the **first industrial postal site equipped with self-consumption photovoltaic panels**.
- La Poste is the first logistics operator to sign a **cooperation agreement with WWF France**. Ambition: towards 100% low-carbon delivery.
- **183 low-carbon projects financed by the carbon fund** of the Services-Mail-Parcels business unit since 2017. To mark the fifth anniversary of the initiative, a special jury, chaired by Yann Arthus Bertrand and made up of some of La Poste's external partners (FNE, AirParif, Colas), elected the five best projects since 2017⁽³⁾.

JUNE/JULY/AUGUST

- DPD Portugal, Mercedes-Benz Vans and Repsol sign an agreement for the acquisition by DPD of **55 electric vehicles and charging stations** (investment of more than €3.6 million).

- **Oxford becomes the first city to be fully served by DPD electric vehicles**, with a fleet of 40 electric vehicles serving the city.
- World record for DPD Switzerland, Futuricum and Continental, with **Europe's most efficient electric lorry** according to **GUINNESS WORLD RECORDS™** (1,099 kilometres in 23 hours).

SEPTEMBER/OCTOBER/NOVEMBER

- **Launch of the range of personal impact loans⁽⁴⁾** by La Banque Postale.
- La Banque Postale is the first bank in Europe and one of the first in the world to see its **decarbonisation trajectories⁽⁵⁾** validated by SBTi.
- Chronopost deploys **100% low-emission vehicles in 24 additional cities in France**.
- **La Banque Postale has committed to achieving zero net emissions by 2040** on its banking activities.
- **6th edition of the Cube competition**. 31 postal buildings in the running. Objective: -15% energy consumption.
- Launch by LBAPM of an infrastructure **real assets impact fund aligned with a two-degree trajectory**.
- **Launch of Movivolt**, an electric vehicle long-term rental company for VSEs/SMEs and local authorities. First target of 10,500 vehicles leased by 2025.
- SEUR joins the INSPIRA Madrid Project to create the first **hydrogen delivery fleet** in Europe, and to develop a hydrogen manufacturing infrastructure with refuelling points open to the public⁽⁶⁾.

DECEMBER/JANUARY/FEBRUARY 2022

- DPD Slovenia opens its first **urban depot** in Slovenia, at the forefront of responsible delivery.
- DPD Czech Republic opens its second **bicycle storage** in Prague.
- Adoption by CNP Assurances of a **final phase-out plan for thermal coal** and strengthening of the exclusion criteria of its coal policy.
- La Poste Groupe and La Banque Postale rated **List A by CDP**.
- Launch of the **Climate Fresco** validated by the Executive Committee⁽⁷⁾.

MARCH 2022

- **DPD UK named Sustainable Company** of the Year at the Business Champion Awards.
- Launch by LBAPM of an infrastructure real assets impact fund **aligned with a two-degree trajectory**.

(1) For the Services-Mail-Parcels and GeoPost/DPDgroup business units.

(2) By GeoPost/DPDgroup, the Services-Mail-Parcels business unit and the group's Societal Commitment Department.

(3) In the categories Energy for buildings, Parcel and mail delivery, Transport, and Employee commitment.

(4) For the purchase of a vehicle or the energy renovation of a home.

(5) For its operational emissions (Scopes 1 and 2) and for emissions related to its financing and investing activities (Scope 3).

(6) In order to provide this fuel to delivery fleets as well as to taxis, buses and other vehicles in the community of Madrid.

(7) Ambition of deployment to 50,000 employees in two years.

5.2.1 GHG REDUCTION OBJECTIVES IN LINE WITH THE PARIS AGREEMENT ^{TCFD 4.C}

In October 2021, La Poste Groupe signed the Science-Based Targets Business Ambition for 1.5 °C commitment. With this signature, the group is resolutely working alongside the United Nations Global Compact to achieve zero net emissions by 2050 at the latest. More specifically, the group is committed to achieving "zero net emissions" of greenhouse gases from 2030 for its logistics, and in 2040 for emissions from La Banque Postale's financing activities, i.e. ten years ahead of global commitments.

To achieve this ambition, La Poste Groupe has defined two trajectories, reduction and sequestration.

For the benefit of the **reduction trajectory**, the group's various entities are working on ambitious decarbonisation trajectories and are part of a validation process by the science-based targets initiative (SBTi):

- **La Poste (SBTi-certified trajectory in 2019):** 30% reduction in emissions⁽¹⁾ by 2025 (compared to 2013) in accordance with the objectives of the Paris Agreement:
 - 51% on Scopes 1 and 2, in line with the 1.5 °C scenario, and
 - 14% in Scope 3, in line with the 2 °C scenario (the scenarios selected described in section 5.2.2).
- **GeoPost/DPDgroup:** 30% reduction in emissions per parcel by 2025, 83% reduction in annual CO₂ emissions on the last mile in certain cities, and 95% reduction in pollutants (compared to 2020) due to deliveries in 350⁽²⁾ major European cities (more than 50,000 inhabitants). These European cities will be covered by low-emission delivery solutions in 2025, through the deployment of more than 15,000 alternative vehicles, 6,700 charging points and 250 urban depots;
- **La Banque Postale** has become the leading European bank, with its decarbonisation trajectories approved by the SBTi in October 2020. It has undertaken to:
 - for Scopes 1 & 2,⁽³⁾ reducing its greenhouse gas emissions by 46.2% by 2030 compared to 2019,
 - continuing to use 100% renewable electricity until 2030, and
 - achieving scientifically determined objectives for 85% of its total financing and investment portfolio⁽⁴⁾ by 2030.

- having joined the Net-Zero Asset Owner Alliance in November 2019, **CNP Assurances** has set climate targets for 2025:

- reduce the carbon footprint (Scopes 1 and 2) of its direct equity portfolio by an additional 25% between 2019 and 2024,
- reduce the carbon footprint (Scopes 1 and 2) of its directly owned real estate portfolio by an additional 10% between 2019 and 2024,
- reduce the carbon intensity (Scopes 1 and 2) of electricity producers in which CNP Assurances is a direct shareholder or bondholder by an additional 17% between 2019 and 2024,
- dialogue with eight companies (six directly and two via the Climate Action 100+ collaborative initiative) and two asset managers to encourage them to adopt a strategy aligned with a 1.5 °C scenario by the end of 2024, i.e. commit to carbon neutrality by 2050 and set intermediate targets in line with current scientific knowledge.

The sequestration trajectory⁽⁵⁾ aims, as part of the management of the group's carbon offsetting project portfolios, to increase the share of reduction projects in favour of sequestration projects by 2030. Since 2012, La Poste Groupe has stood out by offsetting the residual GHG emissions linked to the activities of GeoPost/DPDgroup and the Services-Mail-Parcels business unit and, since 2019, as the leading **100% carbon-neutral** postal operator.⁽⁶⁾

La Poste Groupe, a TCFD Supporter since the summer of 2019, **supports the definition of its ambitions and its roadmap on the recommendations of TCFD**. The elements in this CSR report corresponding to one of the TCFD guidelines are identified by a label in the following format: ^{TCFD 4.C}. A TCFD cross-reference table is also presented in the appendix.

(1) The scope of this objective includes the entities of La Poste parent company, i.e. the business units Services-Mail-Parcels and Retail Customers and Digital Services and the headquarters.

(2) The target initially set at 250 major European cities was raised to 350 at the beginning of 2022.

(3) Scope 1: direct emissions related to the operational scope. Scope 2: indirect emissions related to the production of energy for these activities.

(4) Real estate loans, commercial real estate, financing of energy projects, equities and bonds and long-term loans to companies.

(5) The sequestration projects aim to create carbon sinks in order to capture greenhouse gases in the atmosphere through natural solutions (reforestation, agroforestry, mangroves, etc.).

(6) The definition of carbon neutrality used is that of the IPCC in "Climate Change 2021: The Physical Science Basis" (August 2021): Condition in which the human CO₂ emissions associated with a subject are balanced by the human CO₂ removals. The subject can be an entity such as a country, organisation, district or product, or an activity such as a department or event.

5.2.2 CLIMATE-RELATED RISKS/OPPORTUNITIES TCFD 1.B, 2.A, 2.B, 2.C, 3.A, 3.B, 3.C, 4.A

Climate risks have been identified and assessed according to the group's general risk mapping method, which relies on the involvement of all the business units and main medium-sized subsidiaries, such as Véhiposte and La Poste Immobilier, and group departments (CSR, risks, financial control, foresight and research, etc.), with the support of the service provider EcoAct at the launch of the project in 2020. La Poste Groupe's climate risk and opportunity mapping includes:

- ten transition risks (mitigation phase);
- four physical risks (adaptation phase);
- seven opportunities.

Based on an impact and probability analysis, the Climate/TCFD Committee prioritised two transition risks, three adaptation risks and one opportunity. The three adaptation risks are integrated into three strategic climate scenarios in order to vary their impact and intensity according to the conditions of realisation of the risks and based on two extreme scenarios:

- RCP 8.5 IPCC – The *status quo* scenario, no significant effort is made to limit GHG emissions. This scenario represents the trend followed by humanity until today;
- RCP 2.6 IPCC – Strong GHG mitigation scenario, representative of the scenario aiming to limit global warming below 2 °C.

Risks/opportunities*	Description of risks	Details	Estimated financial impact
Transition Risks			
TR#1: Regulatory risk – 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.	Transport-related emissions represent 93% of the emissions analysed. Emissions from buildings represent 7% of the scope studied. As a result, La Poste Groupe is particularly sensitive to the introduction of carbon price/quota mechanisms for emissions associated with road transport, as provided for in the new EU legislative package, which entered into force in 2026.	The estimated financial impacts by 2030 depend on the timetable for implementing the taxation systems. These impacts also vary greatly according to the types of systems that will be implemented by the energy suppliers.
5 years			
1			
Europe			
TR#2: Technological risk: non-competitive clean lorry technologies	New generations of HGV technologies will be needed to achieve its GHG reduction targets and 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.	In addition to the development of biogas (CNG/NGV), policies and technological breakthroughs must promote a boom in electric and hydrogen engines – more significant from 2025. However, in the most optimistic scenario of major technological breakthroughs, between 60% and 80% of shipping operations should remain based on fossil technologies. Beyond 2030, the share of electric and hydrogen vehicles in the fleet should become more significant due to the acceleration of sales of this type of vehicle.	Electric and hydrogen technologies are expected to generate additional costs of around 35% by 2030. With regard to BioGNC, the additional CaPex Cost remains minimal compared to the purchase cost of the vehicle (18%), which is quickly amortised. The reduction in GHG emissions linked to these new technologies should reduce the costs of sequestering residual emissions in a net zero emission approach.
10 years			
1			
Europe			
Adaptation risks			
RP#1: Impact of extreme weather events on the group's real estate and productive assets	The frequency and severity of extreme climate events (river and coastal flooding, shrinking or swelling of clays, storms, etc.) will increase with climate change. This could affect the group's assets, particularly real estate, resulting in asset losses and an increase in insurance premiums.	759 sites out of 10,311 (i.e. 7%) are highly exposed to flooding. The most exposed regions are Auvergne-Rhône-Alpes (136 sites), Occitanie (115), Nouvelle-Aquitaine (110) and Provence-Alpes-Côte d'Azur (74). Overall, flooding at La Poste sites does not seem to represent a significant risk at group level. RP#1 Adaptation plan: For all exposed sites, systematically integrate flood management procedures into the business continuity plan, monitor national weather alerts, raise sensitive equipment and buildings, long and high walls, and invest in protection solutions. If the activity is too severely disrupted, consider moving the site.	Among the 759 highly exposed sites, 40 are particularly vulnerable (NBV > €500 thousand, owner, medium or high strategic level) and nine have already been impacted in the past, including four with a material impact (€15 thousand – €50 thousand/event). The total Net Book Value (NBV) of the highly exposed sites owned by La Poste is estimated at €138 million. However, La Poste is insured for up to €200 million in the event of a major claim, and it is extremely unlikely that all sites will be affected at the same time.
20 years			
4			
France			
RP#3: Impact of the NatCat loss ratio on outstanding home loans	The increase in claims could lead to an increase in the credit default rate. 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% in an intermediate warming scenario.	RP#3 Adaptation plan: Systematic integration of future climate risks in the analysis of home loans, according to IPCC scenarios, currently under consideration.	1% of La Banque Postale's average four-year outstandings are at risk of default due to flooding. 0.04% of La Banque Postale's average four-year outstandings are at high risk of default due to flooding.
20 years			
3			
France			

Risks/opportunities*	Description of risks	Details	Estimated financial impact
Transition Risks			
RP#2: Impact 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.	The number of heat wave days will increase sharply by 2035 according to the two scenarios studied. Doubling, at best, or even tripling. This number could reach two to six days per year.	The increase in the number of heat wave days will result in a loss of productivity for employees working outdoors, which varies according to working conditions and people. The associated loss of productivity is estimated at €6-10 million by 2035.
20 years	La Poste employees who work outside and perform physical activities are particularly exposed.	In addition, by 2035, the increase in temperatures could lead to an average variation of +63% to +84% in the number of days per year with cooling required to return to a set temperature; i.e. 68 days or 77 days according to the RCP 2.6 scenario (resp. RCP 8.5).	The increase in temperatures will lead to an increase in the costs associated with variable air conditioning depending on the location of the sites and their electricity consumption.
3	An increase in accidents in winter is also likely.	RP#2 Adaptation plan: For sites already exposed, carry out a thermal performance diagnostic to identify adaptation investments, prioritise measures to limit the entry of external heat (for use of air conditioning as a last resort), determine the technical specificities related to the increase in temperatures to be included in the purchasing policy for certain equipment.	Additional air conditioning expenses (without adaptation measures) are estimated at €4-4.5 million by 2035 according to the RCP 2.6 and RCP 8.5 scenarios respectively.
France		Monitor the number of days of absenteeism during hot days and verify the implementation of adaptation measures.	
Opportunities			
TO#1: Development of low-carbon logistics: strengthening of the group's positioning	The rise of e-commerce creates new responsibilities and difficulties for urban centres, which are threatened by congestion and pollution.	The challenge of reducing emissions associated with logistics is well received by the group's main customers, as they account for a significant portion of their emissions (10 to 20%). The overwhelming majority implement and communicate a carbon footprint reduction strategy.	
5 years	La Poste Groupe is seeing development opportunities anchored in its expertise in urban logistics. By promoting urban logistics initiatives, the group 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.	Supplier commitment remains the preferred approach of customers who see it as a rapid way of presenting carbon performance results while focusing on their core business and the development of their business. Selection criteria may relate to SBT validation or performance.	
1		The group's positioning as a low-carbon external supplier corresponds to a growing demand. It will be a selection criterion vis-à-vis new players such as Amazon.	
Europe		These new players are also investing in solutions to decarbonise deliveries, particularly in the last mile.	

* For each risk/opportunity, the deadline, the rating on a scale of 1 to 4 and the scope were specified.

5.2.3 TAKING ACTION TO REDUCE OUR CLIMATE FOOTPRINT TCFD 4.B

The group's main means of mitigating its environmental 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 digital footprint.⁽¹⁾

5.2.3.1 Optimising industrial and logistics schemes⁽²⁾

The Services-Mail-Parcels business unit optimises its transport patterns based on short- and longer-term flow modelling (3/5/8 years). This vision, which is both daily and forward-looking, aims to adapt our industrial facilities and optimise the large volumes operated by the Services-Mail-Parcels business unit to make each kilometre travelled as efficient and frugal as possible. In this respect, the group aims to pool links with all of its entities as much as possible to reduce unnecessary kilometres.

In its strategic plan "La Poste 2030, committed for you", the group is positioned as the leader in environmentally-friendly delivery in France and Europe. **La Poste Groupe has set itself the goal of ensuring 100% clean delivery (zero and low emissions) in 350 cities in Europe, including 22 French cities, by 2025. La Poste intends to invent responsible e-commerce.**

The group acceleration plan (GAP) for "urban logistics"⁽³⁾ should enable the group to increase its leadership position in the French and European markets in urban centres, by preempting the acceleration of delivery flows in same-day delivery or in selected niches and as part of a low-carbon delivery, mainly for parcels. In 2021, the launch of this GAP enabled the launch of a cyclo-logistics plan and the adoption of a first urban logistics agreement with Toulouse. Other cities will follow in 2022. The GAP has also made it possible to develop the low-emission fleet with 21 self-operated natural gas vehicles,⁽⁴⁾ the deployment of 20 16-tonne electric vehicles as well as 200 cargo bikes.

Urby, a subsidiary dedicated to **urban logistics in France**, was born in 2017 from the desire to offer solutions that make cities more breathable and more peaceful for their inhabitants. A subsidiary of La Poste Groupe (60%) and Banque des Territoires (40%), Urby is present in 21 cities in France and offers urban delivery and goods collection services (all formats), storage and collection of professional waste (cardboard, plastic, wood, etc.). To this end, the

Urby concept relies on two types of structures: pooling centres located on the outskirts of cities, and urban logistics areas (ULA) in city centres. The pooling centres enable carriers, messengers, retailers, brands and local authorities to do away with the first and last mile. For these players, Urby collects and stores goods and organises deliveries in dense urban areas with 220 low-emission vehicles (€20 million investment): electric vehicles, NGV vehicles (natural gas vehicles or bio NGVs), cargo bikes, etc. The ULAs offer local storage solutions, order preparation, restocking between stores, collection and delivery of products by appointment for traders, craftspeople and retailers. With 250 employees, and the acceleration of its development, Urby will continue to open its network in around ten additional cities and will continue to train its teams in the delivery codes of tomorrow.

With regard to **urban logistics solutions for Europe**, they are mainly deployed by the GeoPost/DPDgroup business unit, which is present in 28 countries, including France via Chronopost and DPD France. The business unit operates through the DPD, Chronopost, Secur (Spain), Jadlog (Brazil) and BRT (Italy) brands, combined under a global brand name "GeoPost/DPDgroup". An action to green its logistics relies on its 148 urban depots and the creation of 107 new urban depots to deliver, by 2025, 350 cities with 100% alternative vehicles. This ambition involves the deployment of more than 15,000 alternative vehicles, 6,700 charging points and 250 urban depots.

La Poste Groupe's ambition in terms of **urban logistics** is also reflected in the roadmap for **La Poste Immobilier**: commit more than €500 million in long-term investments.

New projects are being developed to provide an urban logistics infrastructure network in France's 22 major cities. La Poste Immobilier thus places itself at the service of the group's entities to secure strategic positions and manage the real estate bill. In 2021, a large-scale project was completed with the transformation of the Fondyre logistics zone, adjacent to the Toulouse MIN, with meticulous urban integration and a strong architectural signature by Éric Lapiere.

This year also saw the launch of:

- the 15,000 square metres urban logistics hotel project in Nanterre;
- work on the *Hôtel de Logistique Urbaine Édouard-Herriot* in Lyon, a 30,000 square metres urban logistics building.

The effort to reduce emissions also involves optimising loadings, both for the Services-Mail-Parcels business unit and for GeoPost/DPDgroup. This reduces the ratio of kilometres travelled/number of packages transported, and therefore reduces the number of trailers required.

(1) On the digital footprint, see Section 4, Section 4.4 and 4.5.

(2) For more information, see the Universal Registration Document, pages 33 to 36, which describe the industrial, logistics and IT master plan, its adaptation issues and its changes.

(3) See La Poste Groupe's Universal Registration Document, page 20.

(4) NGV: Natural gas for vehicles.

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" method launched⁽¹⁾ 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 2021, bulk loading was used for 90% of the Services-Mail-Parcels business unit's domestic parcel deliveries. The aim is to continue its deployment on regional routes;
- **swap bodies:** in 2021, the roll-out of removable containers continued with 800 swap bodies at the end of 2021 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 carry 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, compared to 3,000 in unstowed bulk trailers or 1,300 in conventional loading (parcels loaded in containers then in the trailer);
- **engine optimisation:** the heavy goods vehicles providing the Services-Mail-Parcels business unit transport links meet the most recent Euro standards (air quality) on the market. As a result, 83% of these vehicles are Euro VI.

For GeoPost/DPDgroup, in addition to continuing its network with the opening of nearly 200 new hubs and depots at group level in 2021, the optimisation of national and international connections is based on several axes:

- the bulk loading of trailers, increasing loading rates and optimising the road network; this action improved CO₂ efficiency per parcel of long-distance routes by 7% between 2013 and 2020;
- the deployment of larger means of transport such as double-deck trailers (in the United Kingdom and Ireland) or the road trains currently being deployed in Spain and the Netherlands;
- the deployment of alternative vehicles (see below);
- piggyback transport via swap bodies on trains, particularly in Switzerland.

5.2.3.2 Reducing emissions from vehicles and transport

The reduction of transport-related emissions is a major challenge for the group, which involves both technological choices and behavioural changes throughout the value chain. The Services-Mail-Parcels and GeoPost/DPDgroup business units are the main players in the action plans in this area.

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.

In 2021, La Poste Groupe became the first logistics operator to sign a cooperation agreement with WWF France, in line with the Climate and Resilience Act promulgated in August 2021 and in a context of an explosion in parcel volumes from e-commerce. La Poste has set itself a strong ambition: to strive for 100% carbon-free delivery and has called on the expertise of WWF France to achieve this. The WWF supports La Poste in its carbon neutrality approach, in particular with regard to sustainable mobility and the development of an environmental score. WWF is also partnering with La Poste's EcoLogic marker, which symbolises its zero-carbon policy.

The fleet of vehicles owned by La Poste Groupe is evolving to contribute to the reduction of greenhouse gas emissions, atmospheric pollutant emissions and noise pollution.

Change in the fleet owned or managed directly by the group

Electric vehicles are gradually replacing internal combustion vehicles, making a significant contribution to reducing greenhouse gas emissions, atmospheric pollutant emissions and noise pollution. Charging electric vehicles from a guaranteed renewable energy source further increases their environmental benefits.

La Poste operates one of the leading fleets of electric vehicles in the world. 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).

(1) Bulk and stored bulk, replacing stacked pallets or rolling trolleys.

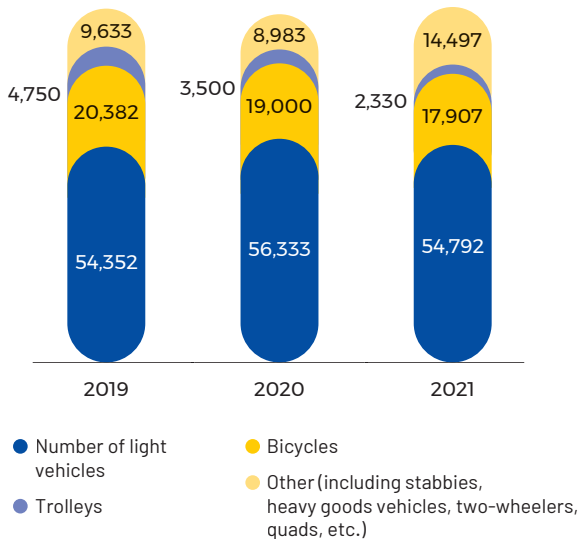
By 2023, the electrically assisted bicycles used by postmen will gradually be replaced by small Staby or Quadéo electric vehicles, which are more suitable for parcel delivery. The current electric Kangoo ZE could also be replaced with higher capacity vehicles, in particular the e-Jumpy (with a carrying capacity of 5 cubic metres) and the deployment of a fleet of cargo bikes.

The optimisation of vehicle age and Euro standards also contributes to the reduction of GHG emissions. Véhiposte,⁽¹⁾ ensures that its fleet is renewed according to demanding engine criteria.

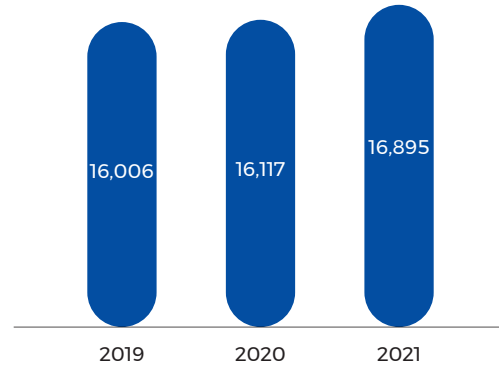
GeoPost/DPDgroup operates Europe's largest road network, allowing almost all parcels to be transported by lorry rather than by air, with a lower environmental impact. To benefit from more efficient engine technologies, GeoPost/DPDgroup strives to constantly renew its fleet of heavy goods vehicles in order to reduce its CO₂ emissions and pollutants. GeoPost/DPDgroup has committed to ensuring that its lorry fleet will be less than five years old on average by 2025. As a result, in 2021 and early 2022:

- GeoPost/DPDgroup introduced two electric heavy goods vehicles in Switzerland with a range of 760 km, a first in Europe;
- DPD Switzerland, in partnership with Continental and Futuricum, set a world record⁽²⁾ for the longest distance travelled by an electric lorry without recharging. The project team reached a total of 1,099 kilometres in 23 hours – just under 683 miles.

Total number of vehicles



Number of electric vehicles



Investments in low-emission vehicles and deployments

Urby is investing €20 million over the 2020-2024 period in clean vehicles and bicycles for last mile delivery. The objective is to have a completely carbon-free network by 2024. The acquisition of 240 vehicles of 3.5 metric tonnes, 7.5 metric tonnes and 12 metric tonnes is planned. 80% of vehicles will run on NGV and BioNGV, and 20% on electric.

In addition, agreements will be made with Urby subcontractors to ensure that they also acquire low-emission vehicles.

In 2021, the Services-Mail-Parcels business unit launched LOG'ISSIMO: high-performance, carbon-neutral first and last mile logistics services. By 2024, LOG'ISSIMO plans to reduce its greenhouse gas emissions by pooling its logistics flows and decarbonising its vehicle fleet. Today, LOG'ISSIMO is:

- a network of 13,500 dedicated carbon neutral circuits;
- a fleet of 9,000 vehicles, including 1,800 electric vehicles;
- an investment in cargo bikes dedicated to urban logistics planned for 2024. Tests are already underway in Paris and Strasbourg.

In October 2020, GeoPost/DPDgroup announced its commitment to deliver to 225 of the largest European cities with low-emission delivery methods by 2025. Given the faster-than-expected deployment of these solutions, GeoPost/DPDgroup is increasing its ambition and increasing the number of cities covered to 350 by 2025 (i.e. 25% of the European population, or 110 million people). By then, the Company will have deployed more than 15,000 alternative vehicles, 6,700 charging points and 250 urban depots.

(1) Véhiposte is the group subsidiary that manages the vehicle fleet of the Services-Mail-Parcels business unit and part of that of GeoPost/DPDgroup.

(2) It has been recognised by Guinness World Records™.

Natural gas vehicles (NGVs) reduce GHG emissions NOx 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:

- in 2017, La Poste Groupe introduced NGV vehicles in the 10 and 11 cubic metres utility segments 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 a **NGV filling station** in Chelles, in partnership with Engie. This station, open 24 hours a day, is used to supply La Poste's yellow lorries running on CNG. La Poste has also voluntarily chosen to make it a public station accessible to all for a positive societal impact.

Support for transport and delivery service providers in their environmental transition

La Poste Groupe is committed to its relations with transport suppliers and subcontractors in order to collectively progress in the environmental transition. Its relationships are characterised by:

- **regular exchanges.** In 2021, the group conducted a survey of its delivery service providers to improve its knowledge of the performance of the existing fleet of delivery people in terms of air pollution and greenhouse gas emissions (number of kilometres travelled, fuel consumption) and thus improve its reporting. This survey obtained a high response rate: 64%;
- **the Services-Mail-Parcels business unit specifications for the choice of transport and delivery service providers include CSR criteria.** Among other things, for long-distance routes, since 2019, service providers must use lorries that meet at least the Euro 5 standards. Checks are carried out on a regular basis. Since 2021, 100% of delivery consultations contain a criterion relating to environmental management and 100% of transport consultations contain CSR criteria. 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:

- driver training 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.);

- training and awareness-raising for service providers. In 2021, delivery people were informed of the current regulations and support systems for making the environmental transition;
- support in their environmental transition:
 - proposal of negotiated prices on natural gas and biogas for the purchase of clean fuel,
 - courses of action to meet specifications with strict environmental requirements.

In 2018, GeoPost/DPDgroup introduced a Responsible Purchasing Charter for all its subsidiaries. The Charter is inspired by the ILO⁽¹⁾ and the United Nations Global Compact. 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/DPDgroup 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, 41 other major French cities and 72 postal codes in the Paris region have been delivered 100% by clean vehicles.

Launched in 2021, Movivolt⁽²⁾ offers long-term electric vehicle leasing solutions, primarily to VSEs, SMEs, retailers and craftspeople, but also to logistics subcontractors, as well as key accounts and local authorities, to enable them to integrate into low-emission zones with no business interruption. Movivolt was launched with an initial target of 10,500 vehicles leased by 2025. At the end of 2021, it already had 150 vehicles in long-term leasing, including several dozen on behalf of Colissimo or DPD France transport subcontractors.

(1) International Labour Organization.

(2) Subsidiary of La Poste (30%) and Banque des Territoires (70%).

Employee mobility for their business trips is characterised by:

- a travel policy that favours rail over air travel and remote over face-to-face meetings;
- the preponderance of journeys on foot or using electrically-assisted bicycle (VAE) by postmen;
- the revision of the catalogue of service and company vehicles favouring low-emission vehicles. The 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, optimising the daily travel of staff;
- the launch of car-sharing systems at the head office and at La Poste Villages;
- the promotion of soft mobility, with:
 - the development of areas dedicated to two-wheelers (bicycles, electric bicycles and scooters);
 - the VELIGO offer, a partner of La Poste Groupe, which provides an electric bicycle rental for six months, 50% paid by the Company, as for the Navigo subscription;
 - La Coop, in partnership with the Advisory and Benefits in kind Management Committee, offers employees an additional discount of €200 for the purchase of an electrically-assisted bicycle, on a wide selection of models.

5.2.3.3 Deploying a sustainable real estate policy

La Poste's real estate portfolio is unique in terms of its volume, its location in the heart of the regions and its diversity. La Poste Immobilier, the real estate company serving the group, manages, adapts, optimises and enhances this real estate portfolio to support the group's transformation needs (provide a production tool to the business units) and enhance and develop the portfolio in line with the group's strategy (urban logistics, Silver economy, etc.).

Key figures for La Poste's real estate portfolio (excluding GeoPost/DPDgroup and international):

- 9,745 buildings;

- 6.1 million square metres, of which 3.2 million square metres of directly-owned properties;
- 100% renewable electricity supplied since 2016;
- post offices of 10 square metres to over 1,000 square metres;
- logistics platforms of 500 square metres to over 40,000 square metres;
- service-sector sites of very different sizes;
- a fairly old portfolio, inherited from history: more than 50% is more than 50 years old;
- 1.3 million square metres of green spaces under contract.

A "Sustainable Real Estate" policy

With more than 1,452 GWh.fe (final energy), the annual energy consumption of real estate represents half of La Poste Groupe's energy footprint. The CO₂ emissions of the fleet totalled 185,000 tCO₂/year, i.e. 7% of the group's emissions.

Since the 2010s, La Poste Immobilier has been a pioneer in terms of energy efficiency and has taken positions in anticipation of regulations:

- certification policy for logistics buildings from 2009;
- implementation of "green leases" in 2010, i.e. two years before regulation ;
- voluntary commitment in the Service-Sector Charter without waiting for the publication of the "service-sector decree";
- eco-design of buildings;
- policy of energy improvement work included in the programming of major repairs and maintenance work, from 2015;
- "behaviour management" through the Cube 2020 competition or more recently the creation of Sobre Énergie ;
- implementation of an ISO 50001 certified Energy Management System;
- creation of an energy management subsidiary: Sobre Énergie.

The energy and environmental transition is a development and performance lever for La Poste Immobilier, which has made its sustainable real estate policy one of the axes of its 2020-2025 strategic plan to support the group's transformation.

This policy has four main pillars:

- energy;
- climate;
- circular economy;
- biodiversity.

It amplifies the action carried out over the past 10 years and serves the group's economic performance, the maintenance of the value of its assets, the competitiveness and differentiation of its offers and its commitment in the regions.

Objectives	Levers
ENERGY PILLAR	
Reduce consumption by 20% by 2030 compared to 2017	<p>"Purchasing better, consuming better, producing better":</p> <ul style="list-style-type: none"> ● Pool, optimise subscriptions, invoice audits ● Strengthen energy performance requirements in the works policy (for new and existing buildings), particularly in the specifications for major repairs and maintenance work and logistics platforms ● Deploy energy monitoring across the entire postal fleet ("Power 10,000" project^(a) with <i>Sobre Énergie</i>) ● Increase photovoltaic development in the postal real estate portfolio: in addition to the 46 existing plants on industrial sites, developed in partnership with Urbasolar (representing 6 MWp in resale), massively develop self-consumption, with a target of reaching 20 MWp of production
CLIMATE PILLAR	
Reduce CO ₂ emissions by 35% by 2030 for the portfolio of directly-owned properties (in accordance with the national low-carbon strategy)	<ul style="list-style-type: none"> ● Exit fuel oil (around 230 sites in the portfolio of directly-owned properties) ● Renovate gas boilers (responsible for more than 66% of the CO₂ emissions) with a switch to less carbon-intensive sources whenever possible ● Limit new construction and promote renovation of the existing portfolio ● Pursue the policy of environmental certification of buildings ● Prescribe low-carbon materials and promote reuse in projects

(a) "Power 10,000" aims to deploy an energy management system across the entire postal real estate portfolio thanks to *Sobre Énergie*. The policy pursued aims to reduce final energy consumption (kWh/square metre) by 20% compared to 2017 for the entire portfolio managed by La Poste Immobilier by 2030.

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, La Poste Immobilier activates all the levers of massification, optimisation of subscriptions, audits of invoices, etc.

In 2016, La Poste undertook to supply 100% of the buildings managed by La Poste Immobilier 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.

La Poste Immobilier 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 requirements while maintaining strict requirements in terms of energy and low-carbon performance;
- structuring of the certification and labelling policy;
- the proper operation and sustainable management of buildings and their uses;
- the implementation of an EMS (energy management system);
- acculturation to energy and climate issues.

In order to "Produce better", La Poste Groupe started to install photovoltaic panels on its industrial facilities in 2009. The group has signed a partnership with Urbasolar to install photovoltaic power plants on the roofs and shades of logistics platforms and to resell the electricity produced to the EDF grid. At the end of 2021, the 51 installations managed by La Poste Immobilier generated 6.8 GWh during the year.

La Poste Immobilier 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:

- ten pilot projects were studied and eight resulted in a production of 6 GWh/year. Other projects are under study or awaiting administrative authorisations. A larger-scale deployment of photovoltaic self-consumption in the group's fleet is planned, based on a reliable solar mapping in 2020 which revealed 400 high-potential sites.

As a signatory of the AFILOG Charter, La Poste Immobilier has made a commitment to invest in renewable energies and to equip up to 50% of roof surfaces with photovoltaic panels when project studies are favourable.

Collective self-consumption is also studied. La Poste Immobilier 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. This is the case in particular for the Rodez project, whose production allows for collective self-consumption with a transfer of any surplus to social housing.

Climate pillar

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 major repairs and maintenance 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 La Poste Immobilier 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 2021, the projects in the process of certifications and labelling represented 385,181 square metres, or 12% of the surface areas of the directly-owned properties.

In terms of **certification during the construction of new buildings**, La Poste Immobilier aims to achieve or even exceed the **NF-HQETM Excellent** and/or **BREEAM Excellent certification levels for 100% of current service-sector constructions** in progress. For industrial projects (logistics platforms of 15,000 square metres), the stated objective for all portfolio operations is to obtain NF HQETM Good level certification. This objective has been extended 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 HQETM Very Good and BREEAM Excellent environmental certification.

Similarly, with regard to the multi-stream Mail Preparation and Delivery Centres, created as part of the pooling of industrial capacities between mail, parcels, and Chronopost, all platforms delivered in 2021 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 square metres) 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 square metres, only a BBC renovation label is expected to be obtained.

For the **certification during building operations**, La Poste Immobilier 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. To date, three projects have been awarded NF HQE Exploitation certification (Rennes-Colombiers, Montpellier-Rondelet and Bordeaux Hôtel des Postes).

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 start of a certification process has made it possible to unite the community of these buildings (pilots/technical managers/occupants) around virtuous practices for better use and a lower environmental impact of the buildings. Feedback is used to widen the scope and promote sustainable building management.

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 square metres. It aims to improve the environmental quality of buildings through responsible use and management. In this context, La Poste Immobilier has implemented an active and proactive property management approach. La Poste Immobilier was one of the first players to structure an operational version of the environmental appendix. The approach has been certified internally by La Poste Immobilier, 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;

- some ISO 50001 certified buildings: 100 buildings;
- buildings covered by the Service-Sector Charter: 164 buildings committed through said Charter.

Almost all of this scope concerns buildings subject to the service-sector decree. The experience acquired on these buildings allows the work on the Service-sector Decree of 23 July 2019 to be carried out smoothly.

As a reminder, this text, based on Article 175 of the ELAN Act, requires a 40% reduction in the energy consumption of service-sector buildings of more than 1,000 square metres by 2030.

Around 1,000 postal buildings are concerned. Lessees (business units of La Poste Groupe) and lessors (postal SCIs or external lessors) are subject to the same obligation and undertake to work to achieve this objective.

The first work related to the declaration of data in the OPERAT platform is currently underway and will be finalised by the regulatory deadline of 30 September 2022.

CUBE 2020, the Uses and Efficient Building Competition: a mobilisation of all for a common goal

In line with the green lease, IFPEB⁽¹⁾ organises the yearly CUBE competition to assess the energy savings achievable on a building over 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. La Poste Immobilier has already won the competition several times. The postal buildings were present at 12 podiums at the awards ceremony and were awarded 18 medals (>10% energy savings).

The participation of La Poste Immobilier in the sixth edition of the CUBE competition (31 sites in the running corresponding to a surface area of 134,463 square metres and representing an annual energy consumption of 23,828,545 kWh) is a lever for achieving the target of 15% reduction in energy consumption by 2030. After four months of competition, eight postal buildings were already in the top 20 of the general ranking for the month of January, with a 25% energy saving for the first.

(1) Institut français pour la performance du bâtiment (IFPEB).

5.2.4 ENSURING THE GROUP'S CARBON NEUTRALITY

100% of La Poste Groupe's residual emissions have been offset since 2019. La Poste Groupe 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, in €/tGHG, 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 (transport subcontracting).

Since 2012, the residual CO₂ emissions related to the activities of GeoPost/DPDgroup and the Services-Mail-Parcels business unit have been 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/DPDgroup make it possible to position the group **as one of the leaders in the mail and parcel sector in the voluntary carbon offsetting market.**

The offsetting approach to achieve carbon neutrality is ensured by the financing of offsetting projects carried out in third countries, mainly under development.

The entire group purchases carbon credits recognised by the most demanding standards (Gold standards, VCS and UNFCCC) on the voluntary market.

For 2021, these credits will have offset the 2.68 million tCO₂eq 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** (Southpole), which use group-approved procedures to select projects capable of generating carbon credits in the voluntary carbon market;
- 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.

In addition to its commitment to neutrality, the La Poste Groupe also participates in **carbon offsetting** through its "Climate + Territories" programme. At the end of 2021, this programme had 30 projects, including 18 labelled "Low carbon", the French voluntary carbon offsetting framework. Launched in 2015 by the Services-Mail-Parcels business unit, the network and La Banque Postale, this programme aims to preserve natural ecosystems in France while supporting the development of the local economy and protecting biodiversity. For example, by supporting timber sectors or by structuring a network of farmers with more sustainable practices. The first six forestry projects financed by La Poste made it possible to build the forestry standards and methods that constitute the "Low Carbon Label".

5.2.5 OFFERING PRODUCTS AND SERVICES TO PROMOTE THE ENVIRONMENTAL TRANSITION

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.



BUILDINGS

La Poste Groupe has built a range of solutions covering all needs:

- **Sobre energy** (CL) (E) regulatory audit, energy diagnosis, consumption control, renovation assistance, negotiation of energy contracts, EMS deployment
- **EDE** digital energy self-diagnostic platform (P)
- **Action Habitat** (CL) detection and awareness of energy renovation



CIRCULAR ECONOMY

La Poste Groupe offers its expertise in diffuse waste collection and reverse logistics to local authorities, businesses and their individual customers and offers:

- **Recygo** (E) (CL) office waste collection and recycling
- **Nouvelle Attitude** (E) (CL) (New Attitude) waste sorting and packaging (integration company)
- **Urby** (E) (CL) collection of professional packaging and bio-waste from certain cities
- **Reverse logistics** (E) recovery of used items when new items are delivered
- **Return of Reusable Packaging** (E) for manufacturers of reusable packaging (e-commerce)
- **Logistics of second-hand platforms between private individuals** (P)
- **Mail and parcel packaging** (P) eco-designed and recyclable, dual-use pouches
- **La Poste Mobile** (P) sale of refurbished phones, repair, reuse and recycling
- **Recy'Clo Project** (E) (CL) (P) reconditioning of electric bicycles



RESPONSIBLE CONSUMPTION

La Poste and its subsidiaries enable customers to adopt responsible consumption:

- « **EcolOgic** » is the marker chosen by La Poste to make its commitment and environmental performance known to as many people as possible
- **Carbo** (P) (E) estimate of the carbon footprint of private individuals based on their bank statements and management of their low-carbon trajectory by companies
- **Plüm énergies** (P) supplier of 100% green and local energy (produced in France)
- **Ecological score** (P) on la.poste.fr advice and education on the impact of the delivery and sending of letters and parcels
- **Services-Mail-Parcels and GeoPost calculator** (E) (CL) information on the impact and footprint of their transported goods
- **Carbon neutrality certificate** (E) promoting the carbon neutrality of mail and parcel shipping services
- **"Green letter"** (E) (P) (CL) mail sent with a carbon impact reduced by 30% compared to a next-day delivery
- **Mavillemonshopping** (CL) (E) platform promoting local short supply chains serving regional development

For its customers, La Banque Postale's ambition is to develop and promote a range of products and services that meet environmental, social and regional challenges:

- **Green range** (P) (EcoPTZ, Impact consumer credit, hybrid vehicle credit, personal impact loans)
- **Green loans** (CL) (E)
- **Impact credit** (P)
- **Amortisable green loan** (E)
- **"Green" Furniture Leasing** responsible rental financing enabling the customer to adopt an energy transition approach
- **Green financing** (E) compatible with the European green taxonomy.
- **Kiss Kiss Bank Bank** (P)
- **Solidarity investments and SRI** (E) (P)
- **EDE** (CL) (E) valuation of energy renovation work towards an Energy Saving Certificate (CEE) to obtain financing



FINANCING

La Poste Groupe uses its mobility expertise to meet the needs of all its customers:

- **Véhiposte** (E) fleet management expertise, car-sharing solutions
- **Startway** (E) coworking
- **Movivolt** (E) long-term lease of electric vehicles for professionals
- **Log'issimo** (E) first to last mile logistics
- **Bemobi** (E) (CL) long-term rental of electric bicycles
- **Urby** (CL) urban logistics
- **Pick-up** (P) and drop-off point network
- **Services and applications for delivery monitoring and interaction and optimisation of home delivery times** (P) for successful first-time deliveries
- **Géoptis** (CL) collection and use of air quality data



MOBILITY

(CL): Local authorities (E): Companies (P): Private individuals

5.2.6 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 for 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.

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:

- principles for Responsible Banking (PRB)⁽¹⁾ and Collective Commitment for Climate Action (CCCA) signed by La Banque Postale in 2019. In early 2021, La Banque Postale published its first PRB report;
- principles for Sustainable Insurance (PSI)⁽²⁾, 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 and non-financial performance Committees: measurement of climate risk, inclusion of non-financial 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.

Consideration of non-financial criteria in banking, asset management and insurance activities

See the following sections in La Banque Postale's 2021 Universal Registration Document:

- 6.2.2.1.1 "Consideration of ESG criteria in the design of products and services";
- 6.2.2.1.2 "Integration of ESG issues into financing and investment activities";
- 6.2.2.1.3 "Integration of ESG issues into asset management";
- 6.2.2.1.4 "Integration of ESG issues in the insurance and investment activities of CNP Assurances";
- 6.3.2.1.1 "Construction of responsible products and services and assessment of impacts".

(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.

5.2.7 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 damage claim,⁽¹⁾ a savings solution accessible to as many people as possible, CNP Assurances long-term care policies, 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;

- 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 advisors to obtain a label, awarded by the certification body SGS; the label implies compliance with a Charter of 13 commitments.⁽²⁾

(1) MRH insurance = multi-risk home insurance.

(2) These commitments guarantee customers proximity, availability, support, customised approach, advice and compliance with ethical rules, skills and listening skills.

5.2.8 RESULTS AND PERFORMANCE TCFD 4.B

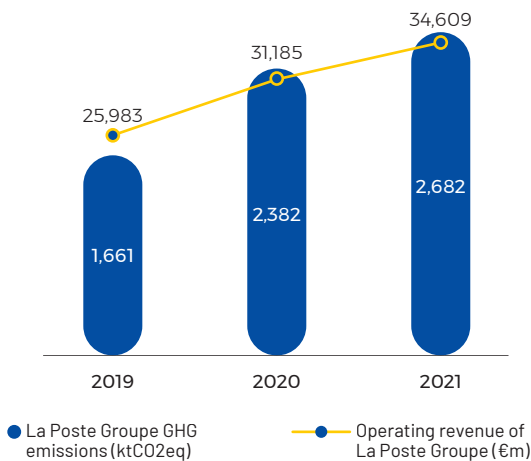
La Poste Groupe's greenhouse gas emissions amounted to 2.7 million tCO₂eq in 2021, an increase of 12.6%.

- the continuous improvement of the group's GHG reporting methodology and system allows for better control and precision of the data collected and explains 60,000 metric tonnes of the increase in emissions in 2021, i.e. 20% of the increase;
- the growth in the logistics activity and in particular in parcel volumes, which leads to an increase in long-distance transport mileage and an increase in delivery methods, explains the increase in emissions in 2021, amounting to nearly

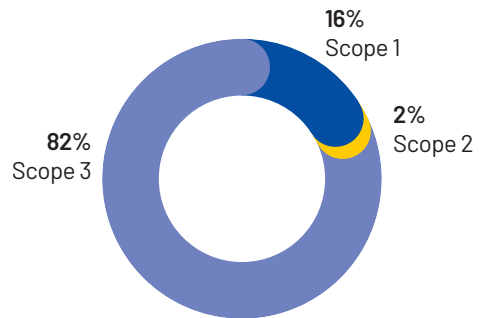
240,000 metric tonnes, i.e. 80% of the increase. Thus, in a context of strong growth in parcel volumes, up by 12.7%, the group recorded a controlled increase of only 10% in its GHG emissions directly related to this activity growth and is continuing its efforts to reduce its emissions per package.

The ratio of GHG intensity/€ million of revenue increased slightly in 2021, standing at 77.5 (vs. 76.4 in 2020), with an increase in GHGs slightly higher than revenue growth. The group's emissions increased by 12.6% compared to an 11% increase in the group's consolidated revenue.

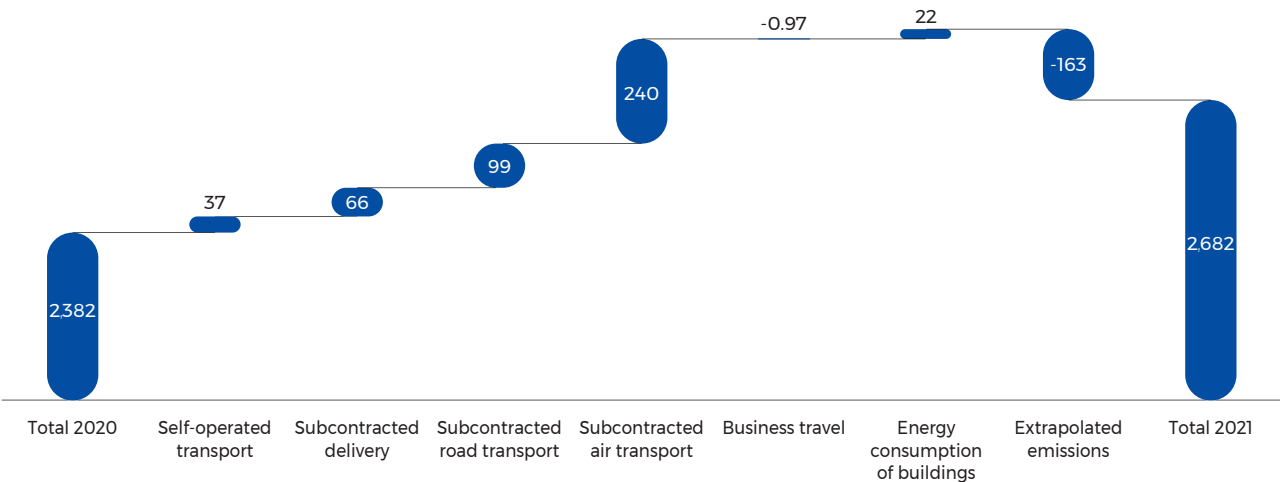
Comparative evolution of GHG emissions (ktCO₂eq) and group operating revenue (in € million)



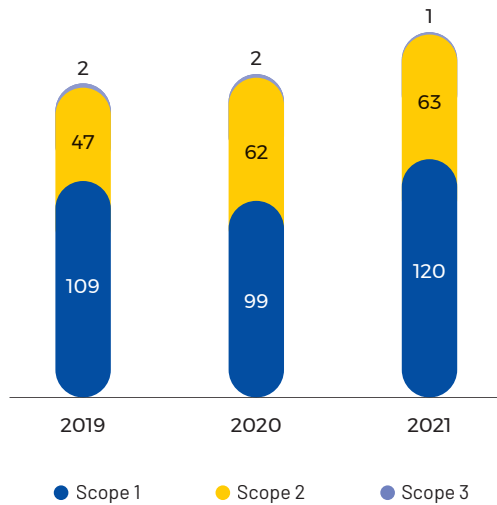
Structure of the group's emissions in 2021



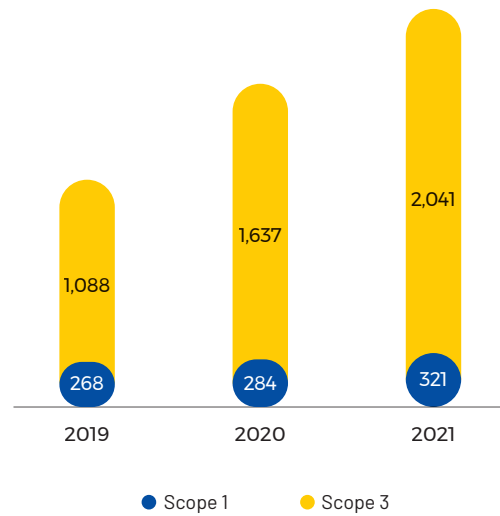
Detailed evolution of La Poste Groupe's GHG emissions (ktCO₂eq)



The GHG intensity ratios per parcel continue the steady reduction undertaken since 2015. In 2021, the GHG emissions intensity of Services-Mail-Parcels decreased by -3% and by -4% for DPDgroup. The continued decline in parcel GHG emissions illustrates the group's work to decouple the evolution of GHG emissions from the growth of its parcel activities.

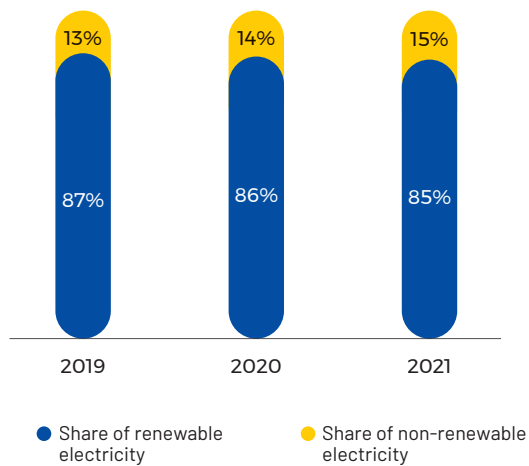
GHG emissions related to the energy consumption of group buildings (ktCO₂eq)


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 related to buildings increased by 14% due to scope effects (BRT, CNP subsidiaries fully consolidated in the reporting scope in 2021).

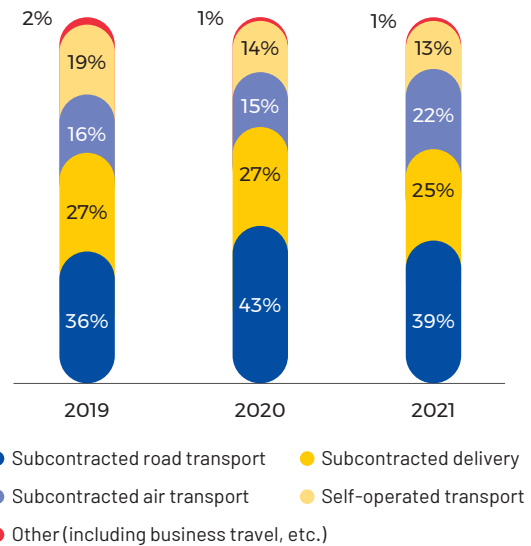
GHG emissions from transport (ktCO₂eq)


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.

Percentage of renewable electricity (certificates of origin) in electricity consumption


Since 2016, the buildings managed by LaPoste Immobilier have been supplied with 100% renewable electricity.

GHG emissions from transport (ktCO₂eq)


5.3 REDUCING THE EMISSION OF AIR AND NOISE POLLUTANTS

To participate in **preserving air quality**, La Poste Groupe is strengthening its expertise 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. The air quality policy implemented across the entire scope of the group is based on a three-pronged approach:

- **Prevention.** To reduce pollutant emissions, La Poste Groupe 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;
- **Reduction.** The group is taking active steps to reduce atmospheric pollutants through its vehicle selection policy and its urban logistics approach (see also 5.2.3.2 "Reducing emissions from vehicles and transport").

La Poste is one of the first companies in the world to have set air pollution targets for its fleet of wholly-owned vehicles. It had committed to reducing its NOX emissions by 30% between 2015 and 2020, and its particulate emissions by 50%. It achieved targets with, at the end of 2020, reductions in NOX and particulate emissions of 55% and 52%, respectively. **This objective is extended to 2025 and aims to reduce NOX and fine particulate emissions by 60% compared to 2015.**

These reductions are the result of several types of actions, including:

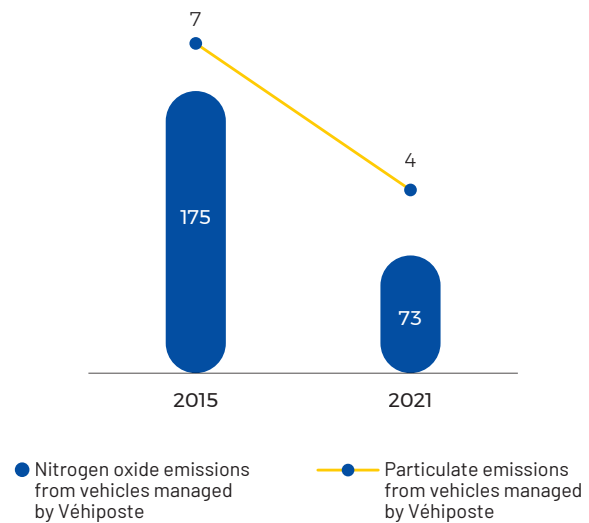
- eco-driving training;
- selection of vehicles that consume less fuel and emit fewer pollutants (79% of the Véhiposte fleet is now composed of Euro 5 or 6 standard vehicles);
- increasing the number of electric vehicles and other low-emission means of delivery.

As part of its new strategic plan, La Poste has undertaken by the end of 2022 to define new ambitious objectives at group level, by using the most demanding methodologies (COPERC and HBFA) integrating the variables of use (type of journey, speed, loading rate, etc.) and all emission sources. These objectives will cover:

- emissions from vehicles owned by the Services-Mail-Parcels business unit and GeoPost/DPDgroup in Europe (vs. France scope for the commitments of the 2015-2020 period);

- emissions from the fleets of the subcontractors of the Services-Mail-Parcels business unit and GeoPost/DPDgroup (extension to Scope 3).

Nitrogen oxide and fine particle emissions
(metric tonnes)



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;
- commitment to the advent of cyclo-logistics: active rounds produce no noise pollution (55% of postmen's mail rounds are carried out by bicycle or on foot);
- development of Pickup automated lockers pick-up solutions;
- a maximum rolling noise limit (class 1 for vehicles with a capacity of 3 to 4 cubic metres) for the tyres on Véhiposte vehicles;
- the requirement of PIEK certification⁽¹⁾ with subcontractors with vehicles circulating in the Greater Paris region (Île-de-France), in order to encourage city-centre deliverers to reduce their noise pollution.

(1) This certification ensures compliance with a maximum noise limit.

La Poste Groupe pledges publicly to reduce its noise impact and 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 PROTECTING BIODIVERSITY ^{SDG 15}

Highlights in 2021

MAY/JUNE

- **Launch of the “Endangered fauna” stamp**, as part of the philatelic programme in favour of the planet.
- **Launch of the 30th project supported by La Poste as part of the “Climate + Territories” programme.**

SEPTEMBER

- Signature by La Banque Postale and its subsidiary CNP Assurances of the **Finance For Biodiversity Pledge**, committing it to contribute to the protection and restoration of biodiversity and ecosystems.
- As part of the partnership between the French Bird Protection League (*Ligue de protection des oiseaux* – LPO) and La Poste Immobilier, launched in 2019, three new sites have joined the “Refuge LPO” initiative to promote biodiversity.
- **First Group Biodiversity Committee** bringing together all of the group’s business units and structures.

NOVEMBER

- **“La Fabrique Écologique” external report** on the assessment of the pressures exerted by the group’s activities on biodiversity.
- The urban micro-forest project of the Auvergne Industrial Mail Platform won the Services-Mail-Parcels business unit’s 2021 carbon fund competition, receiving a jury prize on the fund’s fifth anniversary.

DECEMBER

- Publication of the **group’s first biodiversity policy**.

Climate change plays a major role in the erosion of biodiversity and the degradation of ecosystems. The circular economy is a real lever for preserving biodiversity. For La Poste Groupe, it is therefore essential to maintain and strengthen these climate and circular economy policies and to integrate the challenges of preserving ecosystems and living things into all discussions on the environment.

For La Poste Groupe, biodiversity issues arise in three main areas:

- the real estate business, mainly due to the footprint of its land use (with or without buildings) and soil artificialisation;
- the transport business, particularly in terms of fuel and raw material consumption and the use of transport infrastructure causing the fragmentation of natural soils;
- the banking and insurance business, particularly the impact relating to retail banking loans and investment portfolios.

In 2021, La Poste Groupe defined its biodiversity policy. Its objective is to preserve the benefits provided by the good condition and functioning of ecosystems, through “ecosystem services”.

To support this biodiversity policy, the group is implementing an action strategy aimed at:

- **setting up collegial governance of biodiversity.** Biodiversity is part of the CSR policy alongside the “Climate” and “Resources” issues. This governance makes it possible to manage, measure and mobilise La Poste’s employees, rely on external partners and experts and mobilise our suppliers. It sets objectives to be achieved at group level and specific objectives to be applied in the various business units and structures;
- **reducing the pressure exerted on biodiversity by La Poste Groupe’s activities in France and internationally.** The challenge is to reduce the impact of our new and existing buildings, our Transport business and our Banking and Insurance business related to investment portfolios and extended to retail banking loans;
- **contribute to citizen mobilisation in favour of biodiversity in mainland France and overseas.** The group wants to promote all the projects it has supported for several years in the regions in favour of biodiversity. In addition, the group wants to develop a specific programme in the overseas territories. The challenge is to raise awareness among retail customers through participatory science and biodiversity protection actions.

In November 2019, the **Services-Mail-Parcels and network** business units signed a partnership with CDC Biodiversity, a Caisse des Dépôts subsidiary dedicated to actions promoting 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 Biodiversity is committed to adapting to climate change, to restoring, then preserving an area of 1 square metre for each €5 donation received until 2050. La Poste Groupe's commitment as a new contributor will enable the programme 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 CO₂ stored and preserving biodiversity.

In 2021, **La Poste Immobilier** launched work to implement the biodiversity pillar of its sustainable real estate policy, unveiled in 2020. Through this pillar, La Poste Immobilier measures the impacts of the real estate business on biodiversity and undertakes to reduce them by integrating concerns for the preservation of nature and ecosystems in projects.

In this context, in early 2022 La Poste Immobilier adopted a biodiversity roadmap with three major commitments:

- **reduce its footprint on biodiversity:** better understand and reduce the impacts of its activities and operations;

- **regenerate ecosystems:** be part of a positive contribution to biodiversity;
- **reconnect to living things:** mobilise all teams and stakeholders, in particular through training actions and nature experiences around biodiversity issues.

La Poste Immobilier has built its policy on a pre-existing foundation through various concrete actions:

- mapping of the real estate portfolio near a ZIE, carried out in 2014 (update in 2021);
- deployment of an awareness-raising tool for all employees, from 2014 (updated in 2021);
- biodiversity certifications: Marseille St Charles - Effinature® (delivered in 2021), Nantes Maison Innovation - BiodiverCity® (delivery scheduled for 2024);
- 40 sites with pollinators (wild or honey bees);
- 10 eco-grazing sites;
- 2 mini-forests installed at postal sorting platforms;
- partnership with the French Bird Protection League;
- launch of a collaboration with CDC Biodiversity
- 20 projects with the intervention of an ecologist.

As part of its roadmap, for new sites, it is a question of limiting the impact on the artificialisation of soils and integrating biodiversity as a new quality standard.

For existing sites, La Poste Immobilier aims to improve biodiversity by creating 1,000,000 square metres of green spaces by 2030.

To materialise this commitment, a first wave of green space transformation was launched around a Biodiversity Performance Contract led by CDC Biodiversity, as well as the deployment of 24 LPO shelters and the completion of 100 ecological diagnostics covering respectively 50,000 square metres, 100,000 square metres and 200,000 square metres of green spaces in 2022.

La Poste Immobilier's biodiversity roadmap

FOR NEW SITES

- Include in the consultation documents:
 - Update of the environmental platform programme with a new high environmental quality (HQE) profile
 - Search for dedicated biodiversity labels
 - Implement in-depth ecological diagnostics upstream of projects
- Propose a ZAN strategy for 2030 and 2040:
 - Speed up the conversion of wasteland to avoid the consumption of agricultural space
 - Cross-reference with La Poste Groupe's work on science-based targets (SBT) for Nature
 - Anticipate biodiversity offsetting measures (CDC Biodiversité) and renaturation tools
 - Explore investment and forestry projects as "carbon sinks"

FOR EXISTING SITES

- Measure the biodiversity footprint of sites:
 - Calculate the current footprint
 - Monitor its positive development
 - Define a relevant performance level
- Turn buildings into places of biodiversity:
 - Transform unbuilt spaces into natural islands
 - Introduce life (fauna and flora) and habitats into green spaces or buildings
- Integrate biodiversity into the business lines and throughout the real estate cycle:
 - Transition from landscape management to ecological management of green spaces
- Measure and optimise water management:
 - Identify national programmes to reverse soil sealing (light vehicle parking lots) or to revegetate roofs
 - Deploy rainwater storage and recovery solutions

FOR EMPLOYEES AND STAKEHOLDERS

- Develop virtuous partnerships with preservation of life actors to make La Poste a "biodiversity promoter" in the real estate sector: partnerships to be developed (Act4Nature, CIBI, CDC Biodiversité, etc.) and to be extended (CNPf, LPO, etc.)
- Acculturate employees to the challenges of biodiversity with awareness-raising tools (guide published internally in 2021)
- Promote interactions between building users and living areas

The actions undertaken to optimise the impact on land artificialisation are as follows:

- expanded land sourcing, including both existing sites (to rent, buy, redevelop) and new sites under development (developers) or new land open to urbanisation;
- priority given to the redevelopment of sites already built/urbanised, which allows operations to be carried out more quickly. However, this type of site does not always achieve the performance expected by the operator (functional requirements of the business unit), compared to new platforms;
- strive to pool real estate solutions for the group's various logistics needs;
- gain experience and expertise in brownfield redevelopment: La Poste Immobilier has experience in this area, through several major logistics projects, for example:
 - from 2009, a mail platform in Villeneuve la Garenne on a polluted industrial wasteland,
 - more recently, a Mail Preparation and Delivery Centre in Valence, on former wasteland,
 - an urban logistics hotel in Nanterre, by total restructuring of the former sorting centre,
 - the ongoing study of a center in Marseille on the former land of *Sucreries Saint Louis*,
 - the *Hôtel de Logistique Urbaine de Lézennes* project through the conversion of a postal wasteland: this exemplary project aims for HQE Sustainable Building certification, the BiodiverCity® label and the E+C- label, with the aim of renaturing the site and creating spaces conducive to the development of fauna and flora.

In September 2021, **La Banque Postale** signed the Finance for Biodiversity Pledge, a global initiative aiming to restore and preserve biodiversity in investment and financing activities. In particular, the Bank is committed by 2024 to:

- collaborate and share its knowledge and assessment methodologies, biodiversity-related metrics, and financing approaches with the other signatories;
- support companies in their efforts to reduce their negative impacts and strengthen their positive impacts;
- assess the positive and negative impacts of financing and investment activities on biodiversity, and identify the key factors for its degradation;
- define objectives to increase the positive impacts and reduce the negative impacts.

In order to meet this commitment, La Banque Postale aims to adopt a biodiversity policy. It will build on the actions already in place within the Bank, such as:

- the exclusion under La Banque Postale's Responsible Financing and Investment Charter of companies with a strong impact on deforestation;
- the financing of national external low-carbon projects and international external projects that aim to preserve biodiversity, as part of its carbon fund.

La Banque Postale has made an initial estimate of the biodiversity footprint on a limited scope of the corporate issuer pocket of its CIB activity. Due to the data available to carry out this measurement, only 25% of this portfolio was analysed. La Banque Postale relied on the Biodiversity Impact Analytics database powered by the Global Biodiversity Score™ (BIA-GBS), developed by Carbone 4 and CDC Biodiversity. On this scope, the intensity of the biodiversity impact corresponds to 27 MSA per billion euros invested.⁽¹⁾

La Banque Postale and its two subsidiaries CNP Assurances and La Banque Postale Asset Management have also signed the Financial Institution Statement ahead of the Convention on Biological Diversity COP1.⁽²⁾

La Banque Postale Asset Management, alongside La Banque Postale, actively participates in various working groups as part of the signing of the Finance for Biodiversity Pledge, which is naturally part of La Banque Postale Asset Management's roadmap.

In terms of impact on its operational scope, La Banque Postale relies in particular on the actions of its main landlord, La Poste Immobilier.

CNP Assurances, also a signatory of the Finance for Biodiversity Pledge, has set itself the following objectives:

- measure the biodiversity footprint of the entire equity and corporate bond portfolio held directly by the end of 2023;
- carry out an inventory and an analysis of the impact on biodiversity of the logistics platforms owned directly by the end of 2022;
- measure the biodiversity of 100% of the forest portfolio by the end of 2025;
- devote 3% of the forest area to ageing islands and areas undergoing natural change by the end of 2025.

CNP Assurances benefits from sustainable management by *Société Forestière*, which has defined biodiversity conservation objectives over the next five years as part of a Sustainable Management Charter. The "Green Works" Charter obliges the companies managing its real estate portfolio to comply with rules that protect biodiversity, such as respect for ecosystems during the construction phase, but also the choice of materials with a limited impact on the environment, waste and reduced water consumption.

CNP Assurances has carried out a first test to measure the biodiversity footprint of its directly held equity and corporate bond portfolio using the Corporate Biodiversity Footprint method developed by I Care & Consult and Iceberg Data Lab. Iceberg Data Lab provided data on the companies in the sectors with the highest impact on biodiversity. On this scope, covering 11% of the portfolio, the biodiversity footprint at the end of 2020 is estimated at -14 square metres.MSA⁽³⁾ per thousand euros invested.

(1) The MSAppb (MSA parts per billion) indicator is used to aggregate land and aquatic impacts and express them as a fraction of their total available quantities (surface area * 100%).

(2) This appeal to governments, notably made by Finance for Biodiversity Foundation, aims to encourage States to align themselves with a post-2020 framework for global biodiversity management, to strengthen national strategies, regulations and reporting obligations, and lastly to eliminate subsidies that are harmful to ecosystems and biodiversity.

(3) The impact is measured in annual square metres.MSA which corresponds to the artificialisation of 1 square metre of virgin natural space. This scientifically recognised metric allows the comparison of companies across several sectors.

5.5 ENVIRONMENTAL ANNEX

TCFD CROSS-REFERENCE TABLE

TCFD guidelines		Sections of the CSR report and URD
1. Governance		
1.a	Describe the Board of Directors' monitoring of climate risks and opportunities	Section 1.5.1
1.b	Describe the role of management in assessing and managing climate-related risks and opportunities	Section 5.2.2; Section 2 URD
2. Strategy		
2.a	Describe the climate-related risks and opportunities identified by the Company in the short, medium and long term	Section 5.2.2
2.b	Describe the impacts of climate-related risks and opportunities on the Company's business, strategy and financial planning	Section 5.2.2
2.c	Describe the resilience of the Company's strategy, taking into account the different climate-related scenarios, including the scenario of a temperature increase of 2 °C or less	Section 5.2.2
3. Risk management		
3.a	Describe the Company's processes to identify and assess climate-related risks	Section 5.2.2; Section 2 URD
3.b	Describe the Company's processes for managing climate-related risks	Section 5.2.2; Section 2 URD
3.c	Describe how the procedures for identifying, assessing and managing climate risks are integrated into the Company's overall risk management	Section 5.2.2; Section 2 URD
4. Indicators and targets		
4.a	Describe the indicators used by the Company to assess climate-related risks and opportunities, in connection with its risk management strategy and procedure	Section 5.2.2, Section 5.2.3
4.b	Reporting of Scope 1, Scope 2 and, where applicable, Scope 3 greenhouse gas (GHG) emissions and associated risks	Section 5.2.8
4.c	Describe the objectives used by the Company to manage climate-related risks and opportunities and the performance achieved against objectives	Section 5.2.1

SUMMARY OF CONSUMPTION AND GREENHOUSE GAS AND EMISSIONS

GRI	Indicator	Scope	Unit	2019	2020	2021	Change 2021/2020
305-1	Total GHG emissions	LPG	metric tonnes CO ₂ eq	1,660,647	2,381,561	2,681,992	13%
305-1	of which direct emissions (Scope 1)	LPG	metric tonnes CO ₂ eq	376,529	383,059	441,506	15%
305-2	of which energy indirect GHG emissions (Scope 2)	LPG	metric tonnes CO ₂ eq	46,929	62,316	63,415	2%
305-3	of which indirect emissions (Scope 3)	LPG	metric tonnes CO ₂ eq	1,089,344	1,638,232	2,042,022	25%
305-3	of which extrapolated emissions (Scope 3)	LPG	metric tonnes CO ₂ eq	147,845	297,953	135,049	-55%
305-1 305-2 305-3	Total greenhouse gas emissions offset (=100% of the group's emissions)	LPG	million metric tonnes CO ₂ eq	1,661	2,382	2,682	13%
	Intensity ratio (GHG/Consolidated operating revenue in € million)	LPG	metric tonnes CO ₂ eq/ operating revenue	63.9	76.4	77.5	1.5%
	Intensity (GHG/parcel) ⁽¹⁾	DPDgroup	kg CO ₂ eq/ parcel	0.83	0.83	0.79	-4%
	Intensity (GHG/parcel)	Services-Mail-Parcels	kg CO ₂ eq/ parcel	0.76	0.63	0.61	-3%
302-1 302-2	Total energy consumption	LPG	GWh	6,119	8,081	9,137	12%
302-1 302-2	of which La Poste Groupe vehicle fleet	LPG	GWh	1,102	1,173	1,332	14%
302-1 302-2	of which buildings	LPG	GWh	1,314	1,288	1,456	13%
302-1 302-2	of which subcontracted transport (road, air)	LPG	GWh	3,703	5,621	6,350	13%

(1) Data including the BRT subsidiary.

GRI	Indicator	Scope	Unit	2019	2020	2021	Change 2021/2020
305-1	Total GHG emissions	La Poste	metric tonnes CO ₂ eq	579,812	574,581	607,887	6%
305-1	of which direct emissions (Scope 1)	La Poste	metric tonnes CO ₂ eq	228,212	205,309	222,575	8%
305-2	of which energy indirect GHG emissions (Scope 2)	La Poste	metric tonnes CO ₂ eq	6,814	5,502	5,698	4%
305-3	of which indirect emissions (Scope 3)	La Poste	metric tonnes CO ₂ eq	344,786	363,770	379,214	4%
302-1 302-2	Energy consumption: total	La Poste	GWh	2,443	2,306	2,434	6%
302-1 302-2	of which La Poste Groupe vehicle fleet	La Poste	GWh	591	542	585	8%
302-1 302-2	of which buildings	La Poste	GWh	942	855	905	6%
302-1 302-2	of which subcontracted transport (road, air)	La Poste	GWh	911	908	944	4%
302-1 302-2	Energy consumption: total	La Poste	share in %	40	29	27	-

GRI	Indicator	Scope	Unit	2019	2020	2021	Change 2021/2020
305-1 305-2 305-3	GHG emissions: buildings	LPG	metric tonnes CO ₂ eq	157,802	163,144	185,269	14%
			% of the total	10	7	7	-

GRI	Indicator	Scope	Unit	2019	2020	2021	Change 2021/2020
305-1, 305-3	GHG emissions: natural gas	LPG	% of the total	5.7	3.6	4	-
305-2, 305-3	GHG emissions: electricity	LPG	% of the total	2.7	2.5	2	-
305-2	GHG emissions: urban heating	LPG	% of the total	0.3	0.2	0.2	-
305-1, 305-3	GHG emissions: fuel	LPG	% of the total	0.8	0.5	0.5	-
305-1, 305-3	GHG emissions: transport	LPG	metric tonnes CO ₂ eq	1,355,000	1,920,463	2,361,673	23%
			% of the total	82	81	88	-
305-1, 305-3	GHG emissions: road	LPG	% of the total	68.1	68.4	68.2	-
305-3	GHG emissions: air	LPG	% of the total	12.8	12.1	20	-
305-3	GHG emissions: railroad and maritime	LPG	% of the total	0	0.01	0.01	-
305-3	GHG emissions: not allocated	LPG	metric tonnes CO ₂ eq	147,845	297,953	135,050	-55%
			% of the total	9	13	5	-

BUILDINGS

Energy consumption and GHG emissions of the real estate portfolio owned or managed directly by the group

GRI	Indicator	Scope	Unit	2019	2020	2021	Change 2021/2020
102-7	Number of buildings	LPG	number	11,778	12,406	12,444	0.3%
102-7	Building surface area	LPG	million m ²	10.4	12	12.7	7%
102-7	Owned real estate portfolio	LPG	% (out of m ²)	37	ND	35	-
	Number of certified buildings (HQE, BREEAM, LEED, BDM, BBC, BEPOS) (excl. promotion and co-promotion)	LPG	number	24	25	32 ^(a)	28%
	Surface area of the certified buildings (HQE, BREEAM, LEAD, BDM, BBC, BEPOS) (excl. promotion and co-promotion)	LPG	m ²	304,664	313,255	385,181	23%
102-7	Real estate portfolio	Managed by the La Poste Immobilier subsidiary	number of buildings	10,094	9,938	9,745	-2%
102-7	Real estate portfolio	Managed by the La Poste Immobilier subsidiary	surface areas in millions of m ²	6.2	6.18	6.1	-1%
102-7	Buildings monitored as part of the green lease process	La Poste Immobilier heritage sites	number	126	129 (target 133)	152	18%
102-7	Green leases	La Poste Immobilier heritage sites	number	189	177	157	-11%
302-1	Energy consumed by buildings	LPG	GWh	1,314	1,288	1,456	12%
302-1	of which electricity	LPG	GWh	721	753	807	7%
302-1	Proportion of renewable electricity in total electricity consumption	LPG	share in %	87	86	85	-
305-1	Direct greenhouse gas emissions resulting from energy consumed in buildings (Scope 1)	LPG	metric tonnes CO ₂ eq	109,318	99,127	120,482	22%
305-2	Indirect greenhouse gas emissions resulting from energy consumed in buildings (Scope 2)	LPG	metric tonnes CO ₂ eq	46,929	62,316	63,415	2%
302-2	Photovoltaic facilities	LPG	number (La Poste Immobilier real estate portfolio)	50	50 (+2 under construction)	51	2%
302-2	Photovoltaic panels	LPG	m ² (La Poste Immobilier real estate portfolio)	38,000	38,000	45,212	19%
302-2	Annual output generated by photovoltaic facilities	LPG	GWh	6.5	6.5	6.8	5%

(a) Delivered and certified in design.

Energy consumption and GHG emissions of subcontractors' buildings

GRI	Indicator	Scope	Unit	2019	2020	2021	Change 2021/2020
302-2	Energy consumption: buildings	LPG sub-contractors	GWh	4.99	5.17	4.06	-22%
305-3	Indirect greenhouse gas emissions resulting from the energy consumption of contractors' buildings (Scope 3)	LPG sub-contractors	metric tonnes CO ₂ eq	1,555	1,701	1,373	-19%

TRANSPORT
Fleet owned or managed directly by the group

GRI	Indicator	Scope	Unit	2019	2020	2021	Change 2021/2020
102-7	Total number of vehicles	LPG	number	90,957	89,830	91,450	2%
102-7	Total number of service vehicles	LPG	number	89,117	87,816	89,527	2%
102-7	of which electric vehicles	LPG	number	36,966	35,218	34,855	-1%
102-7	of which light commercial vehicles (LCV)	LPG	number	54,352	56,333	54,792	-3%
102-7	including Euro 5 standard	LPG	%	43	28	18	-
102-7	including Euro 6 standard	LPG	%	42	51	61	-
102-7	Number of electric LCV	LPG	number	16,006	16,118	16,895	5%
102-7	including electric four-wheel vehicles	LPG	number	7,354	7,295	7,603	4%
102-7	Electric three-wheel vehicles (Staby)	LPG	number	7,320	7,507	7,927	6%
102-7	Electric quadricycles	LPG	number	1,329	1,303	1,271	-2%
102-7	Proportion of electric LCV	LPG	%	18	20	18	-
	Percentage of electric vehicles in the fleet excluding trolleys and bicycles	LPG	%	25	27	24	-
102-7	Percentage of vehicles with alternative motorisation (hybrid, natural gas, excl. electric)	LPG	%	0.70	0.74	0.8	-
102-7	Electric bikes	LPG	number	20,069	18,800	17,780	-5%
102-7	Internal combustion motorcycles	LPG	number	405	255	198	-22%
102-7	LCV with IC engines (own fleet for service)	LPG	number	51,929	49,038	47,189	-4%
102-7	Lorries	LPG	number	313	259	285	10%
102-7	Electric trolleys	LPG	number	891	300	180	-40%
102-7	Material handling equipment	LPG	number	477	2,505	9,936	297%
102-7	Company vehicles including alternative vehicles	LPG	number	1,840	2,013	1,924	-4%
	Total kilometres travelled by the vehicle fleet	LPG	km	1,067,467,819	1,029,776,298	1,121,884,454	9%
102-7	Average age of the fleet managed by Véhiposte	Véhiposte	years		3.5	3.8	9%
102-7	Average age of GeoPost/DPDgroup's lorry fleet	GeoPost/DPDgroup	years		5.4	4.2	-23%

Energy consumption of transport and greenhouse gas emissions (Scope 1)

GRI	Indicator	Scope	Unit	2019	2020	2021	Change 2021/2020
302-1	Energy consumption by transport	LPG	GWh	1,103	1,173	1,332	14%
302-1	of which gasoline/petrol	LPG	GWh	57	48	65	35%
302-1	of which diesel/fuel	LPG	GWh	1,038	1,111	1,258	13%
302-1	of which natural gas	LPG	GWh	0.57	1.24	0.75	-39%
302-1	of which LGP	LPG	GWh	0.26	0.24	0.04	-82%
302-1	of which LNG	LPG	GWh	6.7	6.1	8.5	39%
305-1	Greenhouse gas emissions resulting from the use of the vehicle fleet (Scope 1)	LPG	metric tonnes CO ₂ eq	267,210	283,932	321,024	13%

Energy consumption and GHG emissions from outsourced transport (Scope 3)

GRI	Indicator	Scope	Unit	2019	2020	2021	Change 2021/2020
	Total kilometres travelled: road	LPG sub-contractors	km	1,805,745,440	2,745,247,628	3,141,773,250	14%
	Total kilometres travelled: train and ship	LPG sub-contractors	km	675,778	446,587	460,365	3%
	Total metric tonnes. kilometres transported: airplane	LPG sub-contractors	metric tonnes.km	299,598,468	309,641,701	587,844,343	90%
302-2	Energy consumption by subcontracted transport	LPG sub-contractors	GWh	3,560.70	5,620.61	6,354	13%
305-3	Indirect greenhouse gas emissions resulting from subcontracted transport (Scope 3)	LPG sub-contractors	metric tonnes CO ₂ eq	1,087,790	1,636,531	2,040,649	25%

Emissions of air pollutants (scope: fleet managed by Véhiposte)

GRI	Indicator	Scope	Unit	2019	2020	2021	Change 2021/2020
305-7	Nitrogen oxide (NOx) emissions	Véhiposte	metric tonnes	98	78	73	-6%
305-7	Particulate (PM) emissions	Véhiposte	metric tonnes	4	3	3	7%
305-7	Carbon monoxide (CO) emissions	Véhiposte	metric tonnes	391	360	395	10%
305-7	Emissions (NOx + HC)	Véhiposte	metric tonnes	52	51	58	14%
	Percentage of kilometres travelled – Véhiposte fleet	Véhiposte	%	80	75	74	74

CERTIFICATIONS
ISO 14001

GRI	Indicator	Scope	Unit	2019	2020	2021	Change 2021/2020
	Percentage of employees	LPG	%	13	12	13	-
	Percentage of annual operating revenue	LPG	%	29	25	32	-

ISO 50001 (scope: direct energy invoicing and consumption, excl. contractors)

GRI	Indicator	Scope	Unit	2019	2020	2021	Change 2021/2020
	Percentage of energy consumption	La Poste Immobilier	%	13	16.4	16.4	-

Circular economy

GRI	Indicator	Scope	Unit	2019	2020	2021	Change 2021/2020
301-1	Recygo offer users	Recygo and Nouvelle Attitude	number	629,261	611,182	665,400	9%
301-1	Quantity of materials collected by Recygo and Nouvelle Attitude (weight in metric tonnes)		metric tonnes	117,780	110,970	115,674	4%
301-1	of which materials recovered for reuse or material recycling		%	99	99	99	-
413-1	Persons assisted in workplace integration by Nouvelle Attitude		number	124	125	135	8%
306-4	Recovery rate of waste electrical and electronic equipment		%	94	94	93	-
301-1	Total consumption of paper	LPG	metric tonnes	12,961	16,169	15,592	-4%
301-1	Sustainable paper	LPG	metric tonnes	11,850	13,310	13,227	-0.3%
301-1	% sustainable paper	LPG	% of the total	91.4	82.3	84.8	
303-5	Water consumption	LPG	dam ³	1,646	1,808	1,917	6%

EMPLOYMENT POLICY ENHANCING THE GROUP'S DEVELOPMENT

6

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Ambitions

La Poste Groupe is constantly committed to respecting human rights and fundamental freedoms, whether these are the rights of its employees, its customers or its business partners, for all of the regions in which it operates.

La Poste Groupe 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 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. This agreement, valid until the end of 2023, is an essential step in supporting the new strategic plan "La Poste 2030, committed for you".

The labour-management agreement "Le pacte social" will strengthen the Company's HR policy through five major orientations and measures related to key moments in the professional career of employees:

- anchoring the responsible employer policy at the heart of actions;
- developing the employability of employees;
- enhancing quality of life, preserving health and safety at work;
- implementing a global compensation policy and a social offer adapted to the needs of employees;
- acting for constructive social dialogue.

Highlights in 2021

FEBRUARY/MARCH

- **Gender equality index at 94/100** for the third consecutive year.
- **Commitment to gender equality** by P. Wahl, alongside 41 leaders of major companies.

MAY/JUNE

- **New employee agreement, "La Poste, committed to employees"** signed by CFDT, Liste Osons l'Avenir (CFE-CGC/CFTC) and UNSA-Postes concluded until the end of 2023.
- Creation of **two new internal mobility schemes** (signposted routes and pioneer routes).
- **System for preventing and combating sexism** and tool for recording sexist acts and comments.

JULY

- **Certification of La Poste's community of life-at-work ombudsmen** (a first for a French company).

OCTOBER

- Renewal of the **Parenthood Charter**.
- **Cap Compétences Numériques training programme**, objective: train 100% of employees by 2025.

NOVEMBER

- Signature by La Poste and the trade unions of an **amendment to the employee agreement on teleworking** (extension of beneficiaries/hybrid work).
- **Campaign to combat violence against women** of the Ministry for Gender Equality, Diversity and Equal Opportunities.
- Third participation in the **Duoday** (133 introductory internship offers for disabled people).
- Experimentation and use of **exoskeletons to help with handling, load carrying and loading**.

DECEMBER

- **"Let's fight all stereotypes together" internal communication campaign** focused on discrimination and particularly on stereotypes related to gender, sexuality, disability and origin.
- **La Poste remains the leading recruiter of work-study students** with 4,182 apprenticeship and professional training contracts.
- **Partner of the "1 young person, 1 mentor" scheme**. More than 300 employees support young people during their schooling.

MARCH 2022

- Signature, at the Ministry of the Economy, Finance and Recovery, of the **Commitment on the place of people aged over 50 years in business**.



For more details, see <https://www.lapostegroupe.com/fr/actualite/signature-d-un-accord-social-la-poste-engagee-avec-les-postiers>

2021 results & medium-term objectives

GRI	Indicator	Scope	Unit	2019	2020	2021	2025 target
ANCHOR THE RESPONSIBLE EMPLOYER POLICY AT THE HEART OF ACTIONS SDGS 5, 8 & 10							
405-1	Women senior executives	LPG	%	32.3	32.5	35	40%
405-1	Women in promotions	La Poste	Rate in%	50	50	50	
405-1	Gender equality index	La Poste	Score out of 100	94	94	94	-
405-1	Young people hired under an apprenticeship or work-training contract	LPG (France)	Number	4,789	4,541	4,182	Maintenance
405-1	Beneficiaries of the disabled employment obligation	La Poste	Rate	7	7.74	8.66	Maintenance
ENHANCE THE QUALITY OF LIFE AT WORK AND PROTECT THE HEALTH AND SAFETY OF EMPLOYEES AT WORK SDGS 3 & 8							
	Monitor quality of life at work in the commitment barometer	LPG (France)	Score out of 10	6.8 ⁽³⁾	6.3	6.4	Reach 6.6
403-9	Accident at work frequency rate	LPG (France)	⁽¹⁾	24.93	19.91	21.02	Regular decrease in these two rates
403-9	Accident severity rate	LPG (France)	⁽²⁾	1.51	1.52	1.63	
PROMOTE THE SKILLS DEVELOPMENT AND EMPLOYABILITY OF EMPLOYEES SDGS 4 & 8							
404-1	Employees having attended at least half a day of training during the year	La Poste	Share in%	80%	79%	81.9%	80%/year
401-1	Rate of access to training	La Poste Groupe	%	-	-	92.3%	More than 90%/year
404-2	Employees trained in digital technology	La Poste	Share in%	NA	NA	19%	100% to 2025
RESPECT HUMAN RIGHTS AND MAINTAIN A CONSTRUCTIVE AND QUALITY DIALOGUE SDGS 8 & 10							
102-41	Number of agreements signed	LPG Europe	Number	-	-	253	-
102-41	Number of agreements signed	LPG France	Number	159	126	139	-

(1) Number of accidents with lost time per million hours worked.

(2) Number of days off due to an accident at work per thousands of hours worked.

(3) La Poste SA scope.

Group headcount⁽¹⁾

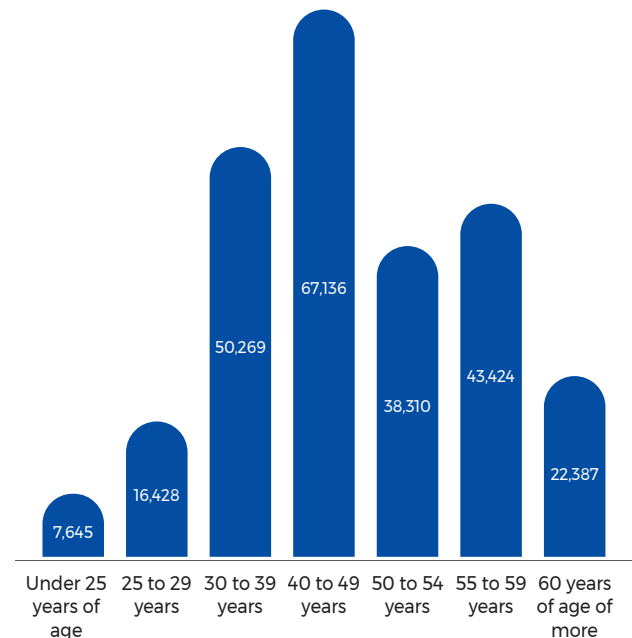
	2021	2020
La Poste Groupe	244,980	248,906

(1) Civil servants, permanent contracts, temporary contracts, including training contracts for La Poste, excluding training contracts for subsidiaries (in full-time equivalents, FTE, on average).

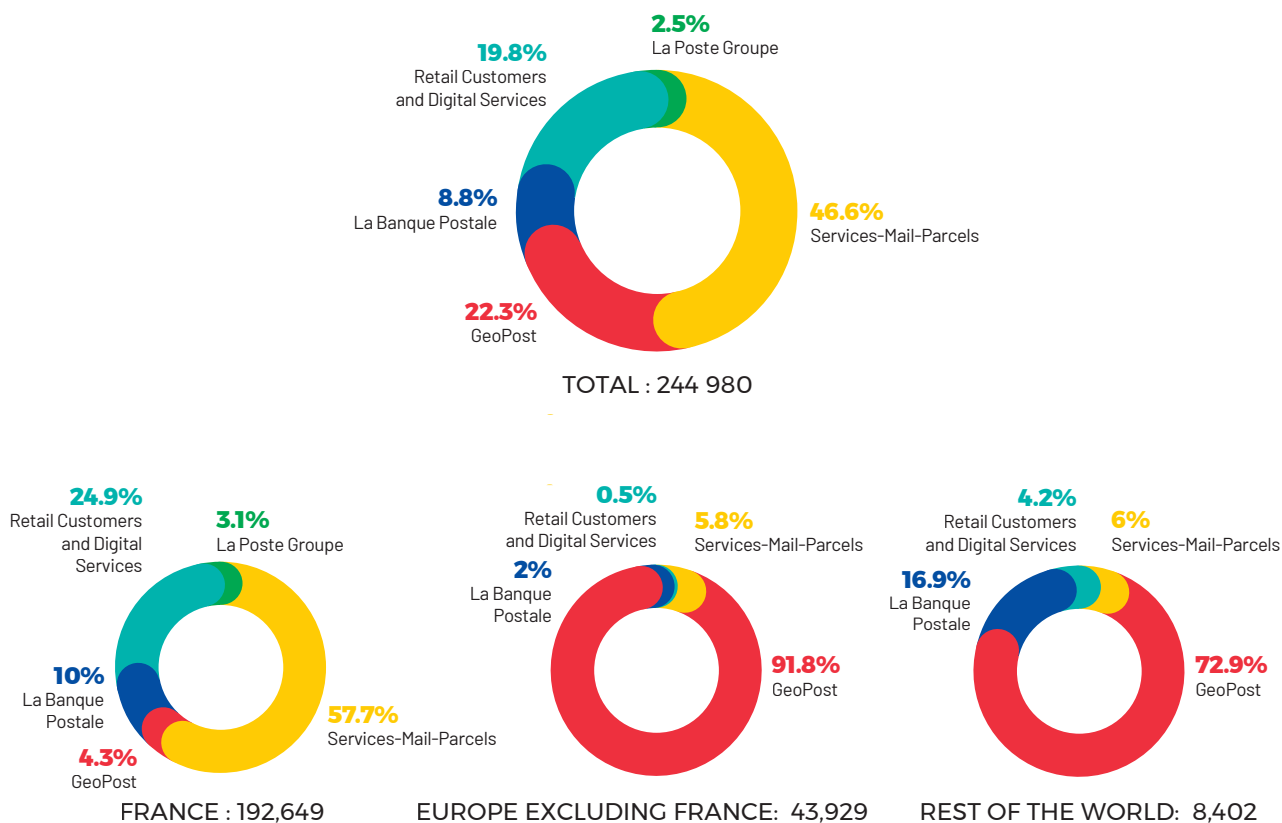
La Poste Groupe had an average of 244,980 full-time equivalent employees in 2021, a decrease of 1.6% compared to 2020. The change in headcount come from the difference between natural departures (mainly as a result of retirement) and new hires.

Age pyramid of the group's headcount in Europe

Headcount in individuals at 31 December 2021 – Civil servants and permanent employees



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.

6.1 A RESPONSIBLE EMPLOYER

Ambition

La Poste Groupe is one of the largest employers in the French job market. It pursues a responsible employment policy in a context marked by both 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.

With its 245,000 employees, La Poste Groupe is committed to a proactive employment policy focused on integration, inclusion, diversity and the fight against all forms of discrimination.

Policies and actions

Promoting the development of quality employment

La Poste, a responsible employer, promotes the development of quality employment. To this end, it uses several levers and actions and remains among the top ten recruiting companies.

- 95.9% of the workforce on permanent contracts and a low turnover of 4.9%⁽¹⁾ (vs 4.3% in 2020) within the La Poste parent company;

GROUP IN FRANCE

96.5%

OF EMPLOYEES
ON PERMANENT
CONTRACTS

GROUP IN EUROPE

94%

OF EMPLOYEES
ON PERMANENT
CONTRACTS

- 5,449 people were hired on permanent contracts, of which 32% under the age of 25. Applications from those who have worked for La Poste are prioritised when hiring under permanent contracts for the same position. In 2021, 2,166 employees who had previously been employed on temporary contracts were transferred to permanent contracts, versus 1,359 in 2020.

GROUP IN FRANCE

10,609

NEW HIRES ON PERMANENT
CONTRACTS (VS 11,167 IN
2020) OF WHICH 25%
ARE UNDER THE AGE OF 25

GROUP IN EUROPE

17,925

HIRES ON PERMANENT
CONTRACTS, OF WHICH
22% ARE UNDER
THE AGE OF 25

Promoting the integration of young people into employment

The leading recruiter for work-study students:

- La Poste has for many years been firmly committed to a policy of training young people and integrating them into the workplace, by proposing apprenticeship contracts and vocational training contracts leading to degrees and/or professional qualifications, from the *certificat d'aptitude professionnelle* (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 work-study students, particularly in La Poste's core business lines (postman, parcel operator and distributor, customer service manager, and banking advisor). Today, they support nearly 70% of La Poste's work-study students;
- during 2021, with 4,182 new apprenticeship and vocational training contracts signed (vs 4,541 in 2020), La Poste remains the leading recruiter of work-study students in France. 12% of these work-study students come from urban priority neighbourhoods (QPV), even more than 40% in certain regions, such as Provence-Alpes-Côte d'Azur or Île-de-France;
- La Poste is a partner of the *Fondation innovation pour les apprentissages* (FIPA). The objective is to work with other companies to develop all forms of work-study training (apprenticeships, vocational training contracts, work-study integration schemes, work-study guidance and continuing vocational training schemes), in particular for new jobs and jobs under strain (IT, data, artificial intelligence, etc.).

An active reception policy for internships:

- La Poste welcomed 4,300 interns in 2021 with a special focus on young people from urban priority neighbourhoods (11% in 2021), as well as young disabled people;
- finally, more than 800 Year 10/9th grade interns (including 11% coming from middle schools in urban priority neighbourhoods: REP/PER+) were welcomed in La Poste establishments in 2021, despite the constraints of the health crisis.

La Poste mobilises with the public authorities to support 16 to 25 year olds as part of the "1jeune, 1solution" (1 young person, 1 solution) plan. La Poste Groupe offered 8,000 solutions to young people in 2021 (recruitments of young people on work-study contracts and vocational training contracts, and recruitments of young people in 2021 on permanent or temporary contracts for the purpose of training and employing young people by offering them job opportunities within La Poste Groupe).

As part of this plan to promote the integration of young people into the world of work, La Poste volunteered to be a partner of the "1 young person, 1 mentor" scheme. This scheme aims to increase the number of young people who, during their school career, in their career choices or in the professional integration phase, benefit from mentoring. Free, accessible to everyone and everywhere, this initiative allows all volunteer employees to enter into a supportive relationship.

(1) Within a scope including the entities of La Poste SA and its subsidiaries in France, the turnover represents 6.65%.

La Poste is committed to neighbourhoods. 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:

- in 2021, La Poste recruited 460 people on permanent contracts living in the neighbourhoods, i.e. 8.9% of total hires on permanent contracts: 32% concerned activities carried out in post offices in the customer service manager and banking advisor business lines; 62% were carried out in the field of mail and parcel services (postmen, parcel operators and distributors, sorting centre staff); the other hires concerned support functions, mainly IT (network experts, infrastructure, etc.), e-commerce specialists, etc.;
- in 2022, La Poste wants to maintain its ambition to promote equal opportunities and recruit people from disadvantaged neighbourhoods.

Continuing to welcome and integrate disabled people

The policies put in place aim to enable disabled people to work in good conditions whatever their profession, to offer them an attractive career path and to combat all forms of discrimination against them.

Seven social agreements approved by AGEFIPH have been signed since 2012, the last being on 10 May 2019, for the 2019-2022 period.

With more than 14,000 disabled employees, La Poste is the leading employer of disabled people in France. La Poste's employment rate is increasing every year. In 2021, it was 8.7%.⁽¹⁾

La Poste recruits disabled people in various forms of employment: in 2021, 150 people benefiting of the obligation to employ disabled workers (OED) were recruited, including 41 on permanent contracts.

La Poste takes part in initiatives to promote the employment of disabled people and has an active awareness-raising and communication policy. In 2021, as part of the European Week for the Employment of People with Disabilities (SEEPH), La Poste took part in the "Duoday" for the third time and offered 133 discovery internships to disabled people to help them discover La Poste jobs. An awareness campaign on visual health was also launched in partnership with the *Institut de la vision*, to disseminate best daily practice to be adopted to protect eyesight and limit visual fatigue.

La Poste is allocating €23 million to the disability policy over the duration of the agreement (2019-2022), of which 60% is dedicated to maintaining employment. La Poste purchased €16.4 million

worth of services from the disabled and sheltered sectors in 2021. These services are varied: maintenance of electric-assisted bicycles for postmen, letterboxes on public roads, green spaces, repair of parcels, sorting of parcels that cannot be mechanised, audiovisual services, etc.

La Poste has 130 disability officers present in all its businesses and throughout the country to support employees. Four officers promote the accessibility of digital tools for visually impaired users.

Enhancing workplace equality at all levels of the Company

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, in particular, to give the same career opportunities to women and men, by strengthening gender balance in all business lines and by developing a policy that allows women to access senior positions in the Company (strategic and senior executives, management), but also through actions to combat sexism and violence, equal rights, regardless of sexual orientation and gender identity.

Its active gender equality policy entailed that, in 2021, 52.7% of La Poste's employees were women, 52% of its management positions were filled by women and 35.1% of its strategic and senior executives were women. In its strategic plan, the group has committed to having 40% women among its senior executives by 2025. For the third consecutive year, La Poste obtained a score of 94/100 on the gender equality index.

- Group in France: 50.9% women.
- Group in Europe: 47.4% women.

A gender equality network, the *Un.e* network, was created to advance and promote gender equality at all levels of the Company. It brings together those who are committed to advancing gender equality and thus promoting change, innovation and the values of progress in the service of Company performance.

La Poste is working to ensure equal compensation for men and women doing the same job or work of equal value. In 2021, thanks to the measures taken to promote equal pay for several years, the pay gap remains residual, with a gap of 1.8% to the disadvantage of women within the La Poste parent company (employees and civil servants). The gap is 0.2% to the advantage of female employees.

- Group in France: 4.5% pay gap to the disadvantage of women.
- Group in Europe: 4.7% pay gap to the disadvantage of women.

(1) The results of the year 2021 will be available in May 2022.

La Poste has relayed the Ministry for Gender Equality, Diversity and Social Affairs campaign to its employees in post offices to combat violence against women and to promote equal opportunities. This campaign reminds the emergency numbers to contact for victims or witnesses of violence, as well as all the measures implemented by La Poste.

Additionally, La Poste is also a signatory of: the United Nations Global Compact and the Chairmen and Chief Executive Officers' commitment to gender equality worldwide; 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.

Fighting against all types of discrimination

Ten years ago, 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).

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 June 2021, La Poste rolled out a **comprehensive system for preventing and combating sexism** which includes training and communication actions, designated CHSCT officers and a tool for recording sexist acts and comments made available to La Poste employees who believe they are victims.

La Poste is committed to the **"#StOpE.au sexisme ordinaire en entreprise" initiative**. This initiative, launched in December 2018, aims to combat sexism in companies. 114 companies have joined this movement.

In addition, a **strengthened system for the prevention and handling of harassment situations** was rolled out throughout the Company in 2021.

In October 2021, it renewed its commitment to parents by signing the Quality of life at Work Observatory's **Parenthood Charter**, which promotes the evolution of parenthood in the Company, the creation of a favourable environment for employee-parents, in particular for pregnant women and respect for the principle of non-discrimination in the professional development of employee-parents.

As part of its initiatives to promote diversity in the Company, La Poste has launched a new **communication campaign on stereotypes** related to gender, sexuality, origin and disability. It thus reaffirms its commitment to the fight against all forms of discrimination.

The Services-Mail-Parcels business unit renewed the Diversity label, in recognition of its active policy in favour of equal opportunities and the fight against discrimination.

Ensuring respect for human rights and fundamental freedoms

La Poste Groupe is constantly committed to respecting human rights and fundamental freedoms, whether these are the rights of its employees, its customers or its business partners, for all of the regions in which it operates.

In its activities and its sphere of responsibility, it adheres to and promotes the principles of international human rights treaties, and also the provisions of the fundamental conventions of the International Labour Organization (ILO) and the guiding principles of the United Nations on Business and Human Rights.

Since 2003, it has renewed its membership of the United Nations Global Compact, 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.

GeoPost/DPDgroup, which is developing its international presence, signed a global agreement in 2017 with UNI Global Union on fundamental human rights and freedom of association. This agreement applies to all of its entities and confirms the group's commitments to respect human rights.

In line with its commitments, the group deploys prevention policies to promote the rights of its employees.

These policies are supplemented, within the framework of a sustained social dialogue, by local and national social agreements. In 2021, 157 national agreements were signed at La Poste and in the French subsidiaries on a wide variety of topics such as compensation, diversity, protection and gender equality (271 agreements within the group's European scope).

The group wants to be a responsible customer. Through its Ethical and Responsible Purchasing Charter, La Poste asks its suppliers to respect and promote the principles of the Global Compact and the fundamental conventions of the International Labour Organization (ILO), and in particular to prohibit any form of work that could endanger health or safety.

Since 2020, La Banque Postale has analysed all of its funds and mandates using a grid including criteria relating to respect for human rights.

The group's vigilance plan (see Appendix 1 of the Universal Registration Document) reports on the assessment of the risks of serious violations of human rights and fundamental freedoms related to its activities. This risk mapping generates all of the risk prevention, mitigation and limitation measures undertaken by the group for its employees, as well as for service providers and suppliers with whom it has established commercial relationships.

As a company with a mission since 8 June 2021, La Poste Groupe has consolidated its position as a positive impact company and is committed to a policy of preventing all human rights violations.

La Poste Groupe complies with all international and national laws concerning the respect of human rights and is vigilant to their respect throughout its value chain.

Results

2021	LA POSTE PARENT COMPANY	GROUP IN FRANCE	GROUP IN EUROPE
New hires on permanent contracts	5,449	10,609	17,925
Number of new hires aged under 25	1,768	2,704	3,933
Number of work-study students	4,182	5,708	5,743
OED rate (beneficiaries of the obligation to employ disabled workers) ^(a)	8.66	NA	NA
Percentage of women in the Company	52.7	50.9	47.4
Percentage of women in the top 10% of positions of responsibility	44.8	ND	ND
Gender pay gap (as a%)	-1.8	-4.5	-4.7

(a) Data not available at the date of publication of this document.

2020	La Poste parent company	Group in France
New hires on permanent contracts	4,416	11,167
Number of new hires aged under 25	1,543	3,082
Number of work-study students	5,123	5,891
OED rate (beneficiaries of the obligation to employ disabled workers)	7.74	ND
Percentage of women in the Company	52.5	50.9
Percentage of women in the top 10% of positions of responsibility	44.2	ND
Gender pay gap (as a%)	-2.4	-4.2

6.2 DEVELOPING THE EMPLOYABILITY OF LA POSTE EMPLOYEES

Ambition

In a context of digital, environmental, demographic and regional transitions, La Poste supports employees in adapting their activities and skills to accelerate the development of new growth drivers for the benefit of society as a whole. La Poste is developing forward-looking human resources management to support changes and offer employees new career paths.

La Poste is strengthening its commitment and policy in terms of managing the employment and career paths of its employees by giving priority to internal mobility. The fluidity of internal

employment is one of the major components of the "La Poste, committed with employees" agreement signed on 4 May 2021, which creates the conditions and gives each employee the means to have a progressive career path and to prepare for new activities under development within La Poste Groupe.

La Poste's training policy has always been a priority for developing the employability of employees. The agreement of 4 May 2021 reaffirms this ambition and provides each employee with the means to train throughout their career and to manage changes in the environment for the benefit of all customers.

Policies and actions

Developing an approach to anticipate job needs

La Poste has opted for a policy of anticipating job needs.

The role of the **Jobs, Skills and Qualifications Observatory** has been strengthened to better anticipate changes in jobs and skills development guidelines. It is chaired by the group's HR Department and is made up of the business unit Heads of Human Resources, the group Strategy Department and representatives of trade unions. The work of this observatory is reflected in tangible actions, such as: raising awareness among employees of the links between certain professions; identifying the training available to progress and reach a desired position; attracting new talent through opportunities identified within the Company; promoting professional development opportunities. The Annual Meeting of the Jobs, Skills and Qualifications Observatory was held on 1 December 2021.

To promote **work-life balance**, La Poste offers management of employment and career paths (GEPP) at the local level. The aim is to meet local recruitment needs and offer employees jobs close to where they live. The role of the group Mobility and Recruitment Areas (*Espaces mobilité et recrutement groupe* - EMRG) is strengthened at the level of each region by in-depth knowledge of future changes in the local job market and the job offers that will be offered by all entities (those of the parent company, as well as those of the group's subsidiaries).

To support the group's transformation challenges, La Poste has set up a **talent management policy**. This aims to support management in identifying key positions in the organisation, anticipating needs by identifying and preparing employees for high-stakes positions and preparing holders of key positions and their successors through development actions and professional development opportunities. In this context, in 2021, La Poste will continue to enrich its development offer by launching a programme for senior executives ("Executives committed to 2030"), including mentoring and an induction day for new senior executives, and by offering more specific programmes. For the first year, La Poste is also a partner of the Eve programme, which focuses on the challenges of diversity. Lastly, La Poste launched the third *Impacte!* class for the group's "Talents" by revisiting the programme with regard to the challenges of the managerial culture.

Promoting mobility and career paths

Professional development opportunities are offered within the group.

La Poste creates the conditions to enable employees to be **active in their career plans** by encouraging them to take initiatives: a fluid internal job market, calls for applications accessible to all and more attractive on the Job Exchange, internal mobility rules shared by all, Intranet site dedicated to professional development. The volume of vacancies offered on the Job Exchange and the number

of employees who benefited from professional development returned to their levels of 2019: 21,559 offers were made to employees and 18,532 employees benefited from a professional development during the year.

The organisation of the mobility sector was further simplified in 2021 around the 12 group Mobility and Recruitment Areas (EMRG) which now bring together La Poste's 350 mobility professionals. The aim is to provide local employees with end-to-end support, with easier access to expertise and information on all the professional development opportunities available throughout the group (parent company and subsidiaries).

La Poste is innovating and **improving the employee experience**. It has set up virtual job fairs in all regions to promote the professional development of employees. They were able to "visit" several stands (management, sales, IT, etc.) and chat with advisors. These virtual fairs are five times more frequented than the "traditional" job fairs and have already brought together more than 4,500 La Poste employees.

La Poste is organising a better **identification of career development wishes expressed by employees** during annual interviews (conducted with their manager every year). HR players and managers are also involved in supporting employees on the move, with the guarantee of upstream sharing of information related to financial support for mobility.

La Poste has created **two new innovative internal mobility schemes** to support employees in recruiting jobs to fill a significant skills gap ("signposted paths" and "pioneer paths"), to facilitate and develop mobility between group companies and to provide inter-business management to offer new opportunities. Over ten signposted paths were rolled out in 2021 (buyer, media relations manager, work organisation and environment manager, designer developer and commercial action manager for the Services-Mail-Parcels business unit, and corporate client manager for the said unit and human resources managers).

In line with human resources management focused on skills development, in 2021 La Poste simplified access to internal promotion by making promotion systems more operational and focused on recognising the skills developed by employees. In 2021, 13,674 employees benefited from a promotion scheme, *i.e.* a promotion rate of 8%.

- Group in France: 15,740 employees benefited from a promotion scheme, *i.e.* a promotion rate of 8%.
- Group in Europe: 15,834 employees benefited from a promotion scheme, *i.e.* a promotion rate of 6.4%.

La Poste also supports employees who wish to move into activities other than postal services.

To respond to requests for mobility expressed by employees to one of the **three public functions** (State, regional and hospital), La Poste implements support systems for its civil servants and employees. In 2021, La Poste helped 164 employees transfer out to the public sector.

La Poste has an active policy **to support its employees'** entrepreneurship projects (creation or takeover of a business). The policy includes support from specialist advisors, access to training, adjusted working hours, financial assistance, post-set-up monitoring, and the right to a smooth return to work, if needed. In 2021, 198 employees successfully set up or took over a business.

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, or end-of-career commitment to a general-interest cause. In 2021, 77 employees successfully completed such external development projects.

Results

La Poste parent company	2021	2020
Number of employees who have progressed professionally	18,532	15,244
Offers on the Job Exchange	21,559	20,419
Number of employees supported by the mobility and recruitment teams	27,918	ND

Invest and innovate in skills development

La Poste is committed to **investing at least €200 million per year** over the term of the "La Poste, committed with employees" employee agreement in favour of vocational training. In 2021, this amounted to €210 million (excluding CUFPA⁽¹⁾) which were invested (€303 million within the Europe group scope). The training access rate for the La Poste parent company's employees was 95.9% (92.3% within the Europe group scope). On average, the number of hours of training per employee trained was 31 hours (vs 24.5 hours in 2020) for the La Poste parent company (24 hours within the Europe group scope).

To better support employees in the development of their skills and **improve the clarity of the training offer for learners**, La Poste has simplified access to training in 2021. La Poste thus improves the employee experience by providing each employee with a training area tailored to their profile.

To **increase the efficiency of vocational training**, La Poste has grouped together within the group Institute (IG) all training for managers, support functions and the entire cross-functional offer by developing the most appropriate and innovative teaching methods (virtual reality, escape game, digital and micro learning, etc.).

The roll-out of major training programmes was strengthened in 2021.

Training programmes that support specific business transformation of business units and the development of new offers to serve customers. They are provided by:

- the Banking and Network School, which supports the development of the business skills of employees of La Banque Postale, Financial Services and the Retail Customers and Digital Services business unit. In 2021, over 2.7 million hours of training were provided (La Poste SA scope);

- the Services-Mail-Parcels University, which supports the development of the Services-Mail-Parcels business unit towards the jobs of tomorrow. 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 2021, more than 1.5 million hours were completed;
- the IG to support and accelerate the professionalisation of the support channels on cross-functional topics such as project management, cross-functional management or customer orientation and also on business subjects such as risk management, finance and real estate skills, purchasing or HR. The skills development mechanisms offered are mainly innovative and multimodal training courses (face-to-face, virtual classroom, online courses, conferences, etc.). In 2021, 615,798 training sessions (e-learning, face-to-face, virtual classes, conferences, etc.) provided by the group Institute were attended by 69,369 employees.

A managerial skills development offer driven by the group Institute (IG). This offer meets the expectations of the new management culture, which embodies La Poste's values, a source of commitment and a lever for the success of the strategic plan. Seven key positions are favoured: being customer-centric, giving meaning, cooperating, empowering, developing, recognising and promoting innovation. It supports the manager's position as leader and facilitator of transformation and facilitates cooperation and collective intelligence. It promotes management by objectives, as a guarantee of performance. Like the offer made to the sectors, it includes multi-modal programmes: face-to-face, virtual classroom, online and self-service, a series of conferences and induction courses, including a course for new managers. At the end of 2021, 5,781 managers had taken part in one of the IG's programmes (i.e. 16,354 training sessions). In addition, 1,125 new managers have been hired under a "New manager" programme since the beginning of the year.

A cross-functional training offer for all employees, aimed at reinforcing the appropriation of the Company's culture and its values in different areas. This includes training on how to deal with hybrid work/remote working. These training courses are offered online, accessible from a library of digital resources.

(1) Unique contribution to vocational training and part-time education.

La Poste invests to support employees in **developing their digital skills** with the programme *Cap Compétences Numériques* which provides each employee with training adapted to his or her needs on digital, artificial intelligence and data skills. In its strategic plan "La Poste, committed for you", La Poste has set itself the target of training 100% of employees in digital technology, AI and data by 2025. 25,000 employees have already benefited from this programme in 2021.

La Poste is accelerating the teaching methods best suited to the targeted objectives. In 2021, 60% of employees received distance training (virtual classroom, e-learning, etc.).

72.3% of IG's trainings are delivered in a fully remote mode (e-learning or virtual classes).

Results

	2021	2020
Total number of training hours ^(a)	5,518,097	3,664,630
Percentage of employees having attended at least one training course during the year ^(a)	92.3%	91.2%
Percentage of employees having attended at least half a day of training during the year ^(b)	81.9%	79.7%
Training expenditures as a percentage of payroll ^(b)	4.8%	3.8%
Percentage of employees having attended a digital training course during the year ^(b)	19.0%	ND

(a) Scope: La Poste parent company and the subsidiaries in France in 2020 and 2021, plus the subsidiaries in Europe in 2021.

(b) La Poste parent company scope.

6.3 ENHANCING THE QUALITY OF LIFE AND PRESERVING THE HEALTH AND SAFETY OF EMPLOYEES AT WORK

Ambition

Quality of life at work drives performance for La Poste and commitment for employees. Improving the quality of life at work and protecting the health and safety of employees at work is the primary focus of the "La Poste, committed with postal workers" employee agreement signed on 4 May 2021.

La Poste pays particular attention to the quality of life at work and the commitment of employees. Each year, it measures this commitment through a barometer, the results of which are analysed at the level of each establishment. They enable the improvement of working conditions and the employee experience and monitoring of the results throughout the year (understanding of the issues, sharing of meaning, organisation, content and workload, working conditions, etc.).

Policies and actions

Improving quality of life at work

Improving the quality of life at work contributes to the Company's performance and employee commitment. **La Poste is stepping up actions to promote quality of life at work in all entities.**

The "QLW Essentials" approach aims to provide concrete responses to situations in which teams experience stress and difficulties in doing their jobs well. This may concern all aspects of daily work: work organisation, autonomy, recognition, change management, working relationships, etc. Employees are involved in this approach: working groups are organised to analyse the causes of identified risk situations and propose solutions. The QLW Essentials approach has been launched in all business units and will continue each year. It contributes to the prevention of psycho-social risks in the Company and the CHSCTs are associated with it. 50% of La Poste's entities have already deployed the approach.

In 2021, the deployment of **discussion areas at work, the ParlonZen workshops**, continued in the operational entities and in the support functions. These workshops are privileged meetings between a team and its direct manager to discuss the day-to-day work and the conditions in which it takes place. These discussions allow ideas to emerge to support work groups, enhance work and improve what is not working well. Managers are trained to lead these workshops, the topics are proposed by the team members, the ideas selected are intended to be implemented and monitored.

The development of teleworking: La Poste and the trade unions signed an amendment to the employee agreement on teleworking on 4 November 2021. It broadens the scope of beneficiaries and aims to improve hybrid working conditions. La Poste and the signatory trade unions wanted to capitalise on the hybrid work experiences developed during the health crisis. At the end of 2021, 7,362 employees benefit from teleworking.

La Poste **reaffirms 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 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.

La Poste's **change management method** supports major projects that change the organisation of work: from the launch of a project to post-completion assessment, this method integrates the sharing of meaning and discussion around projects, and continuous information on the project's advancement 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.

The agreement 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 was extended to the end of 2022. 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 **mediation of life at work** recorded encouraging results:

- 87% of agreements settled out of court with the help of mediation at work in 2021 (up by 5% compared to 2020);
- in addition to individual mediations, La Poste has developed collective mediations that enable stakeholders to find a calm and productive working environment;
- in 2021, La Poste became the first company whose community of ombudsmen was certified by the Paris Mediation and Arbitration centre (CMAP).

Continuing prevention initiatives

The prevention of psychosocial risks and hardship is a key subject of the "La Poste, committed with employees" employee agreement to enable all employees to do their jobs well.

In concrete terms, La Poste's prevention policy is reflected in:

- reinforced prevention of accidents at work and musculoskeletal disorders: deployment of work equipment to reduce risks

(elimination of motorised two-wheeled motorcycles and use of three-wheeled Stabys to reduce driving risks, use of warehouse assistance tools or exoskeletons and other equipment adapted for post offices, etc.), launch of an approach to study workstations in real conditions in conjunction with the CNAM;

- prevention equipment and measures for service-sector workstations (adjustments and practices to be implemented to limit the screen constraints and fatigue). This advice was distributed to people who worked remotely during the health crisis, in addition to measures to prevent psycho-social risks;
- training modules: training managers and staff in reducing handling risks and bad posture at work, and preventing discourteous behaviour and external aggression; training modules 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;
- the deployment of a plan on customer reception and incivility management. It aims to implement actions to reduce the incivility to which employees are subjected in their work in the most exposed post offices: collective training and prevention actions to manage incivility; actions on customer reception conditions with the creation of customer service manager positions; support for employees who have suffered incivility, including by filing a company complaint. This approach has been deployed since 2017 in more than 700 post offices, including 103 in 2021. Faced with the increase in reports in 2020 and the context of the health crisis, a new RECO 21 plan (Reconquest of the Commercial Space) was also rolled out. It provides for strong, short-term actions to visibly and sensitively contain attacks in the post offices most affected by incivility in terms of recurrence and severity;
- better consideration of arduous career paths for employees to avoid the risk of partial or total incapacity;
- 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.

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 2021, it had 105 occupational health doctors, 122 occupational nurses, 107 occupational healthcare assistants and a network of 240 social assistants.

Results

	GROUP IN EUROPE 2021	GROUP IN FRANCE 2021	Group in France 2020
Number of days of absence due to accidents at work or commuting accidents or occupational illness ^(a)	833,716	817,476	796,413
Accidents at work with time off			
Frequency rate ^(b)	20.20%	21.02%	19.91%
Severity rate ^(c)	1.41%	1.63%	1.52%

(a) Includes the La Poste parent company and the group's subsidiaries in France (and/or subsidiaries in Europe). 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 the group's subsidiaries in France (and/or subsidiaries in Europe): civil servants, permanent contracts, temporary 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 headcount 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 the group's subsidiaries in France (and/or subsidiaries in Europe): civil servants, permanent contracts, temporary 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.

6.4 OFFERING VARIED COMPENSATION AND BENEFITS PACKAGES

Ambition

La Poste is developing a wage policy and a social offer adapted to the needs of each employee. In keeping with the Company's values, it aims to take account of individual situations and gender equality with the implementation of social and solidarity actions that respect everyone's balance.

Policies and actions

Implementing a comprehensive compensation policy

The compensation and ancillary policy is based on La Poste's values: fairness, diversity, recognition of skills and reflecting the performance and responsibilities of each employee.

• 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 senior executives, the compensation policy includes both individual changes in fixed compensation based on contribution and potential and a variable portion based on annual targets, both quantitative (economic result) and qualitative (ESG indicators, such as health and safety at work, quality of life at work, management, social responsibility, etc.);
- the sales persons (Mail, Parcels and banking advisors, i.e. more than 10,000 people) benefit from a variable compensation system adapted to the commercial action policy, in the areas of services to businesses and to individuals in the banking, insurance, digital, media, healthcare, mail-parcel services, logistics and telephony markets.

• Employee profit sharing:

- on 22 June, La Poste and the trade unions, CFDT, FO, the "Osons l'Avenir" CFE-CGC/CFTC union group, and UNSA-Postes signed the incentive agreement for the 2021-2023 period. The new agreement incorporates the fundamentals of profit-sharing at La Poste;
- the new agreement covers the fiscal years 2021, 2022 and 2023. With this new agreement, La Poste and the signatory trade unions wish to involve La Poste SA employees in the group's results;

- the agreement that comes into force is based on a new indicator for triggering the basic amount of the incentive scheme: net profit group share. This takes into account all the results of La Poste SA as well as those of its subsidiaries, up to the amount of capital held by the parent company, including CNP Assurances, which is 62% owned by La Poste SA;
- with this agreement, the profit-sharing scheme will be triggered from a net profit group share of €175 million and will increase according to the results observed;
- four new indicators modulating the basic amount of the incentive scheme are provided for in the new agreement: three NPS (net promoter score) indicators on Mail, Parcels and Banking businesses and the rate of digital training of employees. Achieving and exceeding the targets set for these indicators may increase the basic amount of the incentive scheme;
- 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 group's results for 2021 enabled it to allocate an incentive profit sharing of €591.60 gross to its employees in 2022;
- most French subsidiaries also have employee incentive agreements.

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 telework.

In addition, several bonuses were paid to employees in 2021, an exceptional purchasing power bonus was paid to more than 166,000 employees, the postman bonus was extended to all Mail-Parcel staff and the parcel delivery bonus was increased.

• Employee savings:

- 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 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", CFE-CGC Groupe La Poste, Fédération CFTC Média+ 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 certain French subsidiaries that meet the conditions for membership. To date, 16 subsidiaries have chosen to join La Poste SA employee savings schemes. 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 La Poste Groupe. La Banque Postale Asset Management (LBP AM) is responsible for the financial management of these funds;

- at 31 December 2021, La Poste Groupe had 155,243 beneficiaries of group employee savings schemes;
- 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 five times in 2021.

Employee profit-sharing programme: 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.

Employee share ownership: Article 1 of Act No. 2010-123 of 9 February 2010 provides that the share capital of La Poste shall be held by the French 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 plan: 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 law (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 2021, nearly 300,000 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.

Results

Summary table on compensation	GROUP IN EUROPE 2021	GROUP IN FRANCE 2021	Group in France 2020
Gross average annual compensation ^(a)	€33,313	€33,258	€32,545
Change y/y-1	ND	+2.2%	+2.2%
Annual employee incentive pay based on annual earnings (La Poste SA)	ND	€125.5 million	€96.2 million
Number of employees with a group savings plan (PEG) and/or a collective company retirement savings plan (PERCOL) ^(b)	169,518	169,036	174,934
Net contribution paid by the Company	€33 million	€32 million	€34 million
Percentage of socially responsible investments in the PEG and PERCOL assets	87.6%	87.6%	89.2%

(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).

Adapting the social offer to the daily lives of employees

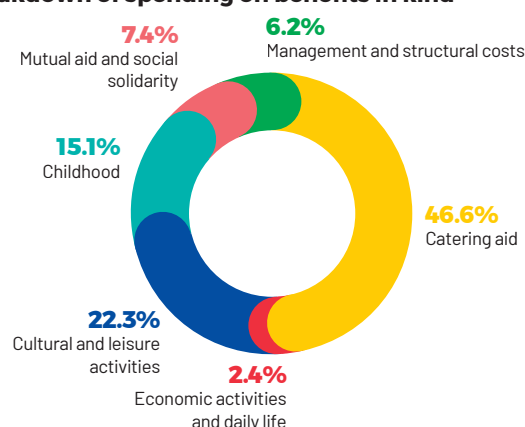
La Poste's policy on benefits in kind is co-developed with trade unions and associations. Its aim is to promote the work-life balance of employees in a spirit of solidarity and adaptation to the needs of each individual.

The benefits in kind offered to all La Poste SA employees represent a total budget of €186 million in 2021 (vs €196 million in 2020) and meets the daily needs of employees:

- assistance for parents with childcare, stays at summer camps and academic support;
- catering aid;
- offers for holidays, leisure, sport;
- reinforced support for carers and employees in difficulty as part of mutual aid and solidarity.

La Poste has also developed individual social action initiatives under its company policy, including holiday vouchers (30,726 requests in 2021), 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. In the last quarter, two exceptional operations enabled employees to receive gift vouchers and to take advantage of very attractive ticketing offers from COGAS.

Breakdown of spending on benefits in kind



Providing housing solutions for all

The policy on housing for employees is an important element in La Poste Groupe'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, 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.

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.).

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 LaPoste to offer solutions adapted to the needs of employees at each stage of their residential career, their professional development or their personal life. In 2021, this policy helped more than 10,188 La Poste employees, of which 1,683 (16.5%) received help in accessing social rental housing. Overall, these results are up compared to those of 2020, especially for employees' access to social housing.

In addition, LaPoste and Caisse des Dépôts have signed a partnership to offer LaPoste employees intermediate housing. This housing offered by CDC Habitat completes the housing offer of low-rent social housing associations.

Results

In 2021, 10,188 employees benefited from housing solutions.

6.5 MAINTAINING SUSTAINED SOCIAL DIALOGUE

Ambition

LaPoste Groupe acts for constructive social dialogue, incorporating innovative practices, in line with the Company's values and constraints.

In a period of considerable transformation, LaPoste brings together the entire social body to develop a shared project based on permanent and constructive social dialogue that respects the diversity of expressions.

Policies and actions

Supporting the Company's development by signing employee agreements

The 57 national agreements signed since 2018 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. In 2021, this resulted in 18 agreements (vs 14 in 2020).

In 2021, La Poste committed to:

- quality employment based on the absence of forced collective departures, quality of life at work, development of skills and career paths;
- 100% guaranteed compensation for employees who are partially employed (vulnerable people and people caring for children);
- an extension of measures in favour of caregivers;
- an increase in the number of beneficiaries of remote working at LaPoste by capitalising on the hybrid work experiences developed during the health crisis.

In addition to these agreements signed within LaPoste SA, 139 agreements were signed at the level of the group's French subsidiaries and 253 were signed at the level of the group's European subsidiaries. 100% of the group's employees in France are covered by employee agreements.

Monitoring commitments made in current agreements

LaPoste relies on a professional HR Department to support the management line and ensures the proper implementation of the commitments made in the agreements by:

- agreement monitoring commissions making it possible to share results with trade unions and employees;
- an employee alert system which, for several years now, has enabled trade unions to contact the local Director and, if necessary, the group's Human Resources Department (HRD) to report any shortcomings they believe to have occurred in honouring the commitments or the change management method applicable to national or local organisational changes;
- an HR Department close to operational staff and able to contribute effectively to the improvement of the employee experience. Local human resources managers are present in all postal establishments. They improve the employee experience in all aspects of professional life, while respecting everyone's confidentiality and freedom of expression. Specifically:
 - informing and handling HR management issues and facilitating access to them through the deployment of an HR chatbot accessible to all employees and on all media (smartphone, etc.),
 - informing and advising on professional development and supporting managers in this regard,
 - being a trusted advisor for employees experiencing a difficult situation, regardless of whether it is professional or personal.

Bringing social dialogue to life

Status of staff

Made up of both civil servants and employees, La Poste strives to apply common HR rules to them, with each Company establishment comprising both civil servants and employees on the same workstations.

The group has hired its new employees solely 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 Act No. 90-568 of 2 July 1990, civil servants fall under the general civil service regulations of the State and contractual employees are 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 provisions on the status of staff.

Institutions representing staff at La Poste

La Poste's institutions representing staff 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.

Because several personnel categories (civil servants, public contract employees and employees) coexist alongside one another, consistent representation and social dialogue rules need to be ensured across the Company, as set forth in the 1990 Act indicated above.

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 2024:

- 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-2024 IRPs, in partnership with the trade unions. The creation of these new bodies will have to be referred to the Parliament for the amendment of the Act of 2 July 1990.

Individual representation

The individual representation bodies are joint Committees at national and local level (CAP for civil servants and CCP for employees and public contract staff). The elected representatives are called upon to give their opinion on the individual situations of staff, particularly in disciplinary matters.

Collective representation

The collective representation bodies for employees include:

Technical Committees (TC)

The elected 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.

Lastly, since the Decree of 25 February 2016, the TCs currently exercise social control over the occupational health services at La Poste (initially entrusted to NOD CHSCTs).

CHSCTs

Introduced in November 2011 in establishments with at least 100 employees, they cover all La Poste employees, whether civil servants 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 aforementioned consultation bodies, La Poste also 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). Management shares information and/or engages in dialogue on various subjects. They meet to negotiate collective agreements;
- 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

They were held in December 2018 to elect representatives to the TC, CAP and CCP. 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 high rate which places La Poste higher than all other French public sector bodies and reflects the employees' shared commitment to workplace democracy.

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	6.68%	
CGC		1
UNSA	4.84%	1
CNT	0.75%	Not representative
SDP	0.85%	Not representative

The seven staff representatives on the Board of Directors of La Poste were elected by electronic vote from 7 to 10 December 2020 (participation rate of 50.93%).

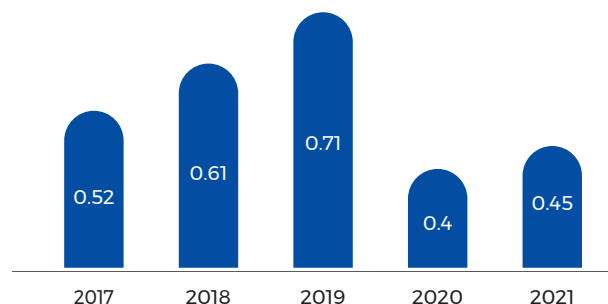
Elected for five years, they sit alongside the other 14 Directors: 13 appointed by the La Poste General Shareholders' Meeting and one representative of the French State appointed by decree. In addition, three non-voting members appointed by decree, two representatives of the municipalities and their groups, and one member representing users attend Board of Directors meetings, which define La Poste's general policy as well as the group's strategic, economic, financial and technological orientations, and oversee their implementation.

The distribution of votes and seats is as follows:

- the CFDT obtained 25.08% and two seats, including the executive seat;
- the CGT obtained 23.96% and two seats;
- FO obtained 19.29% and one seat;
- SUD obtained 18.25% and one seat;
- the CFTC/CFE-CGC obtained 13.42% and one seat.

Exercise of the right to strike

Number of days lost due to strikes per staff member at La Poste (national and local strikes)



6.6 SOCIAL APPENDIX

Summary of social data⁽¹⁾

	GROUP IN EUROPE 2021	GROUP IN FRANCE 2021	Group in France 2020
Total headcount at 31/12 in individuals (permanent contracts, civil servants and temporary contracts)	260,192	214,043	226,264
Breakdown of headcount by age (in individuals)^(a)			
Under 25 years of age	7,645	4,609	5,136
25-29 years	16,428	11,575	12,022
30-39 years	50,269	38,227	40,128
40-49 years	67,136	56,862	58,611
50-54 years	38,310	33,373	33,917
55-59 years	43,424	40,898	43,504
60 years of age or more	22,387	20,251	19,668
Grand total	245,599	205,795	212,986
% women/men (permanent contracts and civil servants)	47.4/52.6	50.9/49.1	50.9/49.1
Percentage of women on the Management Committee	ND	33.6	32.5
By type of contract (temporary/permanent)	5.6/94.4	3.9/96.1	5.9/94.1
Part-time employees	28,701	22,116	24,079
% of employees/managers	73.2/26.8	68.8/31.2	70.9/29.1
New hires on permanent contracts	17,925	10,609	11,167
New hires% women/men	36.5/63.5	43.2/56.8	44.6/55.4
New hires of people under 25 years of age	3,933	2,704	3,082
Total number of agreements signed	271	157	126
Training			
Percentage of employees having attended at least one training course	92.3	ND	ND
Training hours per employee	24 h	27 h	19 h
Absenteeism and accidents			
Frequency rate of accidents at work with time off	20.20	21.02	19.91
Severity rate of accidents at work	1.41	1.63	1.52
Rate of absence for sickness	6.70	7.34	7.76

(a) Scope: permanent contracts and civil servants (excluding temporary contracts).

(1) See Appendix 7, note on methodology, specifying the changes in the reporting scope on the group's social indicators.

Summary of national agreements

Subject	Wording	Scope
Compensation	Employee agreement on the compensation of employees prevented from working due to Covid-19 from 1 to 28 February 2021	La Poste SA
Services-Mail-Parcels	Amendment to the agreement of 7 February 2017 on the improvement of working conditions and the evolution of the delivery work of postmen and their local supervisors (Extension amendment)	La Poste SA
Compensation	Employee agreement on the compensation of employees prevented from working due to Covid-19 from 1 to 31 March 2021	La Poste SA
Compensation	Employee agreement on the compensation of employees prevented from working due to Covid-19 from 1 to 30 April 2021	La Poste SA
Compensation	Employee agreement on the compensation of employees prevented from working due to Covid-19 from 1 to 31 May 2021	La Poste SA
Basic agreement (QLW, health, safety at work, GPEC)	La Poste agreement signed with La Poste employees for 2021-2023	La Poste SA
Compensation	Employee agreement on the compensation of employees prevented from working due to Covid-19 from 1 to 30 June 2021	La Poste SA
Employee incentive-based pay	La Poste profit-sharing agreement for 2021-2023	La Poste SA
Compensation	Employee agreement on the compensation of employees prevented from working due to Covid-19 from 1 July to 31 August 2021	La Poste SA
Compensation	Employee agreement on the compensation of employees prevented from working due to Covid-19 from 1 to 30 September 2021	La Poste SA
Compensation	Employee agreement on the compensation of employees prevented from working due to Covid-19 from 1 to 31 October 2021	La Poste SA
Caregiver	Amendment No. 1 to the agreement on improving the work-life balance of caregiver La Poste employees signed on 18 September 2018 (extension amendment)	La Poste SA
Compensation	Agreement on the challenge bonus	La Poste SA
Compensation	Employee agreement on the compensation of employees prevented from working due to Covid-19 from 1 to 30 November 2021	La Poste SA
Organisation and working conditions	Amendment to the agreement on teleworking at La Poste of 27 July 2018	La Poste SA
Compensation	Employee agreement on the compensation of employees prevented from working due to Covid-19 from 1 to 31 December 2021	La Poste SA
Support for individual projects - GPEC	Agreement on supporting La Poste employees in the Retail Customers and Digital Services business unit in their professional development	Retail Customers and Digital Services business unit
GPEC	Agreement for distribution and processing employees and supervisors	Services-Mail-Parcels business unit

Breakdown of La Poste Groupe's employees

GRI	Indicator	Scope	Unit	Group France			Group Europe
				2019	2020	2021	2021
102-8	Headcount (average FTE)	LPG	Average in full-time equivalents	249,304	248,906	244,980	-
	Proportion of workforce in France	LPG	% of workforce (average full time equivalent)	84.5	81.4	78.6	-
	Percentage of workforce outside France	LPG	% of workforce (average full time equivalent)	15.5	18.6	21.4	-
	in other European countries	LPG	% of workforce (average full time equivalent)	12.9	15.3	17.95	-
	in other countries	LPG	% of workforce (average full time equivalent)	2.7	3.3	3.4	-
	Number of employees	La Poste	Average in full-time equivalents	182,183	169,585	158,389	-
102-8	Number of employees	LPG	Individuals at 31/12	234,554	226,264	214,043	260,192
102-8	Number of employees in France	LPG	Individuals	234,554	226,264	214,043	-
102-8	Proportion of workforce in France	La Poste	Individuals	202,736	189,690	176,866	-
102-8	Proportion of workforce in France	La Banque Postale	Individuals	5,355	8,264	9,042	-
102-8	Proportion of workforce in France	Mediapost	Individuals	10,439	10,120	8,913	-
102-8	Proportion of workforce in France	Docaposte	Individuals	4,577	5,742	5,960	-
102-8	Proportion of workforce in France	Viapost	Individuals	2,520	2,134	2,194	-
102-8	Proportion of workforce in France	La Poste Silver	Individuals	1,073	1,281	1,350	-
102-8	Proportion of workforce in France	GeoPost	Individuals	6,901	7,602	8,170	-
102-8	Proportion of workforce in France	La Poste Immobilier	Individuals	538	530	509	-
102-8	Proportion of workforce in France	La Poste New Services	Individuals	214	568	605	-
102-8	Proportion of workforce in France	Other	Individuals	201	333	434	-
102-8	Change in number of employees	LPG	%	-0.80	-0.16	-0.05	-
102-8	Change in number of employees	La Poste	%	-2.10	-6.9	-0.07	-
102-8	Breakdown of permanent workforce by age (group in France)	Under 25 years of age	Number	5,597	7,360	4,609	7,645
102-8	Breakdown of permanent workforce by age (group in France)	25-29 years	Number	12,142	15,582	11,575	16,428
102-8	Breakdown of permanent workforce by age (group in France)	30-39 years	Number	41,145	49,122	38,227	50,269
102-8	Breakdown of permanent workforce by age (group in France)	40-49 years	Number	58,943	67,204	56,862	67,136
102-8	Breakdown of permanent workforce by age (group in France)	50-54 years	Number	34,620	38,160	33,373	38,310
102-8	Breakdown of permanent workforce by age (group in France)	55-59 years	Number	45,237	45,618	40,898	43,242
102-8	Breakdown of permanent workforce by age (group in France)	60 years of age or more	Number	19,147	21,503	20,251	22,387

GRI	Indicator	Scope	Unit	Group France			Group Europe
				2019	2020	2021	2021
102-8	Percentage of employees on permanent contracts	LPG (France)	%	92.4	94.4	95.9	-
102-8	Percentage of part-time employees	LPG (France)	% of the workforce at 31/12 in individuals excl. temporary contracts	11.61	11.31	10.7	11.7
102-8	Percentage of workforce working night shifts	LPG (France)	% of the workforce at 31/12 in individuals excl. temporary contracts	2.67	2.74	2.76	5.44
102-8	Percentage of women in the workforce	LPG (France)	% of total workforce (France)	51	50.9	50.9	47.4
102-8	Percentage of men in the workforce	LPG (France)	% of total workforce (France)	49	49.1	49.1	52.6
102-8	Percentage of female managers	La Poste	% of total workforce (France)	-	-	52.7	-
102-8	Percentage of non-managerial women	La Poste	% of total workforce (France)	-	-	53.6	-
102-8	Permanent workforce	LPG (France)	Number of individuals	15,073	11,167	10,609	17,925
102-8	Permanent employees who had previously worked on temporary contracts	La Poste	Number of individuals	3,268	1,359	2,182	-
102-8	Women hired on permanent contracts	La Poste	%	49.78	49.07	48.02	36.46
102-8	Employees aged 30 and over with permanent contracts		Number of individuals	-	-	52	-
102-8	Employees aged 45 and over with permanent contracts	La Poste	%	9.5	10.41	11.5	-
102-8	Workforce on temporary contracts	LPG (France)	Number of individuals	17,723	13,278	8,248	14,593
102-8	Number of women on temporary contracts	La Poste	Number of individuals	17,963	11,196	7,765	-
401-1	Number of departures	LBP (World)	Number of individuals	-	-	17,797	26,201
102-8	Young people hired under an apprenticeship or vocational training contract	La Poste	Number	4,739	4,541	4,182	5,743
102-8	Young people hired under an apprenticeship or vocational training contract	LPG (France)	Number	5,553	5,891	5,708	-

Social dialogue

GRI	Indicator	Scope	Unit	Group France			Group Europe
				2019	2020	2021	2021
102-41	Total number of employees covered by collective bargaining agreements	La Poste	%	100	100	100	-
102-41	Participation rate in employee representative elections ⁽¹⁾	La Poste	%	NA	NA	NA	-
102-41	Number of national agreements signed	LPG (France)	Number	159	126	157	-
102-41	of which number of agreements covering more than 50% of the workforce	LPG (France)	Number	-	-	139	253
102-41	Number of days lost due to strikes ⁽²⁾	LPG (France)	Number	149,880	81,127	91,000	-
102-41	Number of days lost due to strikes per staff member at La Poste (national and local strikes)	LPG (France)	Number	0.71	0.4	0.45	-

(1) Workplace elections take place every four years. The latest ones were held in 2018. The participation rate was 73.4%.

(2) Number of days lost due to national or local strikes in response to the payroll system (indicator restricted to unpaid strike days).

Compensation and benefits

GRI	Indicator	Scope	Unit	Group France			Group Europe
				2019	2020	2021	2021
	Gender equality index	La Poste	out of 100 ratio	94	94	94	-
405-2	Average gross annual compensation	LPG (France)	€	31,839	32,545	33,258	33,313
405-2	Average gross annual compensation - Women	LPG (France)	€	31,144	31,584	32,494	32,524
405-2	Average gross annual compensation - Men	LPG (France)	€	32,553	32,106	34,036	34,114
401-2	Employee incentive-based pay	LPG (France)	€ million	103.26	96.2	122	-
102-38	Ratio of average salary to the Chairman's salary*	La Poste	Ratio based on gross annual compensation	14,1	13.8	13.5	-
102-39	Comparative increase ratio	La Poste		1.2%	2.2%	2.2%	-

Working conditions

GRI	Indicator	Scope	Unit	Group France			Group Europe
				2019	2020	2021	2021
401-1	Employee turnover rate	La Poste	%	5.3	4.3	4.9	8.93
102-35	Employees with an employee savings plan (PEG or PERCOL)	LPG (France)	Number	160,405	174,934	154,941	-
102-35	Employees with an employee savings plan (PEG or PERCO)	La Poste	Number	152,994	163,168	145,144	-
102-35	Total amount of group PEG and PERCO plans	La Poste	€ million	763	951	1,016	-
102-35	Employees with an employee savings plan (PEG or PERCO)	Subsidiaries	Number	11,800	10,440	9,797	-
102-35	Total amount of group PEG and PERCO plans	Subsidiaries	€ million	31.5	39	43	-
102-35	Net contribution paid by the Company	LPG (France)	€ million	23.5	34	19	-
102-35	Proportion of employee savings invested in socially responsible investments	LPG (France)	%	67.67	89.17	100%	-
401-2	Breakdown of spending on benefits in kind	LPG (France)	€ million	203.8	196.5	186	-
401-2	Catering and economic segment	LPG (France)	€ million	94.3	100.8	102.7	-
401-2	Catering and economic segment	LPG (France)	%	46.2	51.3	55.2	-
401-2	Sporting and cultural activities	LPG (France)	€ million	35.3	38.7	41.5	-
401-2	Sporting and cultural activities	LPG (France)	%	17.3	19.7	22.3	-
401-2	Childhood	LPG (France)	€ million	40.5	33	28.1	-
401-2	Childhood	LPG (France)	%	19.9	16.8	15.1	-
401-2	Mutual aid and social solidarity	LPG (France)	€ million	14.1	11.7	13.7	-
401-2	Mutual aid and social solidarity	LPG (France)	%	6.9	6	7.4	-
401-2	Teleworking employees	La Poste	Number (figures are rounded off)	4,349	6,301	7,362	-
402-1	Notice period ⁽¹⁾	La Poste	Weeks	12	12	12	-
402-1	Prior notice and consultation mechanism in collective bargaining agreements	La Poste	Yes/No	yes	yes	yes	-
403-4	Employees represented in joint management worker CHSCT	LPG (France)	%	100	100	100	-
403-3	Occupational physicians	La Poste	Number	119	127	105	-
403-3	Occupational health nurses	La Poste	Number	149	141	122	-
403-3	Social assistants	La Poste	Number	283	263	240	-
403-3	Employees assigned to the medical secretariat	La Poste	Number	107	114	107	-

(1) Minimum number of weeks of notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could significantly affect them.

GRI	Indicator	Scope	Unit	Group France			Group Europe
				2019	2020	2021	2021
403-9; 403-10	Days of absence due to commuting accidents, accidents at work, or occupational illness	LPG (France)	Number of calendar days	800,632	796,413	817,476	833,316
403-9	Accident at work frequency rate	LPG (France)	Number of accidents with lost time per million hours worked	24.93	19.91	21.02	20.2
403-9	Accident severity rate	LPG (France)	Number of days off due to an accident at work per thousands of hours worked	1.51	1.52	1.63	1.41
403-9	Fatalities (commuting accidents)	La Poste	Number	6	4	2	-
403-9	Fatalities (accidents at work)	La Poste	Number	7	3	1	-
403-5	Occupational Health and Safety Training ⁽²⁾	LPG	%	100	100	100	100
403-10	Sickness absenteeism rate	LPG (France)	%	6.76	7.76	7.34	6.7
403-10	Sickness absenteeism rate	LPG (France)	Number of calendar days	5,402,904	5,525,170	5,590,000	6,029,647

(1) All new employees receive health and safety training, which is regularly updated. Collective actions are also implemented in all establishments.

Training and professional development

GRI	Indicator	Scope	Unit	Group France			Group Europe
				2019	2020	2021	2021
404-1	Training expenditure	La Poste	% of payroll	3.8	3.9	4.8	-
404-1	Employees who attended at least one training session	LPG (France)	Number	160,458	151,960	189,882	-
404-1	Employees who attended at least one training session during the year	La Poste	%	80	79.7	81.9	-
404-1	Training hours	LPG (France)	Number	4,881,436	3,664,630	5,197,285	5,518,097
404-1	Training hours per person trained	La Poste	Number	27	24	25	23
404-1	Days of training	LPG (France)	Number	697,347	523,518	742,469	788,299
404-2	Managers trained in their HR role ⁽¹⁾	La Poste	Number	177	ND	125	-
404-2	Employees who transferred to work in civil service	La Poste	Number	202	225	164	-
404-2	Employees who set up or purchased their own business	La Poste	Number	143	150	198	-
404-2	Employees who found jobs in the SSE	La Poste	Number	167	121	77	-
404-2	Employees beginning a qualification earning pathway ⁽²⁾	La Poste	Number	5,600	2,713	ND	-
404-2	Professional development advisors	La Poste	Number	270	200	350	-
404-3	Employees promoted	LPG (France)	Number	19,934	20,655	18,000	-
404-3	Employees promoted	La Poste	Number	17,595	18,329	15,740	-
404-3	Promotion rate	LPG	%	9.5	10.33	9.96	-
405-1	People with disabilities hired	La Poste	Number	145	98	150	-
405-1	People with disabilities hired under permanent contracts	La Poste	Number	58	31	41	-
405-1	Employees with an officially recognised disability	La Poste	Number	14,000	11,327	11,084	-
405-1	Beneficiaries of the obligation to employ disabled workers	La Poste	Rate	7	7.71	8.66	-
405-1	Overtime hours	LPG (France)	Number	3,660,667	3,200,557	2,750,616	-
405-1	Female senior executives	LPG	%	32.3	32.5	34	-
405-1	Rate of female promotions	La Poste	%	50	50	50	-
405-2	Base salary women/men	LPG (France)	%	-4.3	-4.2	-4.5	-4.8

(1) HR role training integrated into the curriculum of all managers since 2021.

(2) The scheme no longer exists.

Human rights

GRI	Indicator	Scope	Unit	Group France			Group Europe
				2019	2020	2021	2021
406-1	Referrals handled by workplace ombudsman	LPG	Number	270	300	315	-
407-1	Respect for trade union and collective bargaining freedoms	LPG (France)	%	100%	100%	100%	-

APPENDICES

7

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7.1 GRI INDEX

La Poste Groupe has prepared its report in accordance with GRI standards for the period from 1 January to 31 December 2021. La Poste Groupe 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.

Category	Standard	Subject	Published in this report	Pages	Additional information/ omission
GENERAL STANDARD DISCLOSURES					
GRI 102: 2016 General standard disclosures	Organisational profile	102-1	Name of the organisation	Cover page	1
		102-2	Activities, brands, products and services	Section 1.4	18-19
		102-3	Location of headquarters		174
		102-4	Location of operations	Section 1.4	18-19
		102-5	Ownership and legal form	Section 1.1	8
		102-6	Markets served	Section 1.4	18-19
		102-7	Scale of the organisation	Section 1.1	9
		102-8	Information on employees and other workers	Section 1.1 Section 6.1	8 126
		102-9	Supply chain	Section 1.5.6	36-37
		102-10	Significant changes in the organisation and its supply chain	Section 1.1.1	6-9
		102-11	Precautionary Principle or approach	Section 1.5.2 Section 1.5.3	30 30-31
		102-12	External initiatives	Message from the Chairman Section 1.3.2	2-3 15
		102-13	Membership of associations	Section 1.3.2	16-17

	Category	Standard	Subject	Published in this report	Pages	Additional information/ omission
	Strategy	102-14	Statement from senior decision-marker	Message from the Chairman	2-3	URD (p. 2-3)
		102-15	Main impacts, risks and opportunities	Section 1.2, 1.3	13-17	URD Chapter 3 (p. 116-164)
	Ethics and integrity	102-16	Values, principles, standards, and norms of behaviour	Section 1.5.2	30	URD Section 3.1.3 (p. 120-124)
	Ethics and integrity	102-17	Mechanisms for advice and concerns about ethics	Section 1.5.2	30	URD Section 3.1.3 (p. 120-124)
	Governance	102-18	Governance structure	Section 1.5	20-39	URD Section 4 (p. 166-198)
		102-19	Delegating authority			URD Section 4 (p. 166-186)
		102-20	Executive-level responsibility for economic, environmental, and social topics	Section 1.5	20-28	URD Section 3.1 (p. 116-120)
		102-21	Consulting stakeholders on economic, environmental, and social topics	Section 1.5.6	36	URD Section 3.12 (p. 118-119)
		102-22	Composition of the highest governance body and its Committees	Section 1.5.1	20-25	URD Section 4 (p. 166-192)
		102-23	Chair of the highest governance body	Section 1.5.1	20-25	URD Section 4 (p. 166-192)
		102-24	Nominating and selecting the highest governance body			URD Section 4 (p. 166-192)
		102-25	Conflicts of interest			URD Section 4.1.4 (p. 186)
		102-26	Role of the highest governance body in setting purpose, values and strategy	Section 1.2 Section 1.5.1	11-12 20-25	URD Section 6.4 (p. 486-487)
		102-27	Collective knowledge of highest governance body	Section 1.5.1	20-25	URD Section 4 (p. 166-192)

	Category	Standard	Subject	Published in this report	Pages	Additional information/ omission
		102-28	Evaluating the highest governance body's performance			URD Section 4.2.2 (p. 187)
		102-29	Identifying and managing economic, environmental and social impacts	Section 1.3	13-14	URD Section 3.1 (p. 116-120) Section 4 (p. 189)
		102-30	Effectiveness of risk management processes			URD Section 2.2 (p. 108-111)
		102-31	Review of economic, environmental, and social topics	Section 1.3	13-14	URD Section 3.1.2 (p. 118) URD Section 4 (p. 189)
		102-32	Highest governance body's role in sustainability reporting	Section 1.5.1	20-25	URD Section 3.1.2 (p. 119) Section 4 (p. 187-192)
		102-33	Communicating critical concerns	Section 1.2 Section 1.3	11-12 13-15	URD Section 3.1.1 (p. 116-118)
		102-34	Nature and total number of critical concerns	Section 1.2 Section 1.3 Section 1.5.6	11-12 13-15 36-39	URD Section 3.1.2 (p. 118)
		102-35	Compensation policies	Section 1.5.1	25	URD Section 4.2 (p. 189-190)
		102-36	Process for determining compensation	Section 1.5.1	25	URD Section 4.2 (p. 189-190)
		102-37	Stakeholders' involvement in compensation			URD Section 4.2 (p. 189-190)
		102-38	Annual total compensation ratio	Section 1.5.1	24	URD Section 4.3 (p. 194)
		102-39	Percentage increase in annual total compensation ratio	Social appendix	145	URD Section 4.3 (p. 194)
	Stakeholder engagement	102-40	List of stakeholder groups	Section 1.5.6	37	URD Section 3.1.2 (p. 119)
		102-41	Collective bargaining agreements	Section 6.5 Social appendix	138-140 142	URD Section 3.2 (p. 146-161)
		102-42	Identifying and selecting stakeholders	Section 1.5.6	36-37	URD Section 3.1.2 (p. 118-119)
		102-43	Approach to stakeholder engagement	Section 1.5.6	36-39	URD Section 3.1.2 (p. 118-119)
		102-44	Key topics and concerns raised	Section 1.5.6	36-39	URD Section 3.1 (p. 116-119)

	Category	Standard	Subject	Published in this report	Pages	Additional information/omission
	Reporting practice	102-45	Entities included in the consolidated financial statements			URD Note 43 (p. 403-412)
		102-46	Defining report content and topic boundaries	Section 1	6-12	URD Section 3.4 (p. 162-164)
		102-47	List of material topics	Section 1.3	13-19	URD Section 3.1.2 (p. 138)
		102-48	Restatements of information	Section 7	152-170	URD Section 3.1 (p. 116-118)
		102-49	Changes in reporting	Section 7	162	URD Section 3.4 (p. 162-164)
		102-50	Reporting period	Section 7	162	URD Section 3.4 (p. 162-164)
		102-51	Date of most recent report	Section 7	162	URD Section 3.4 (p. 162-164)
		102-52	Reporting cycle	Section 7	162	URD Section 3.4 (p. 162-164)
		102-53	Contact point for questions regarding the report	Section 7	164	URD
		102-54	Claims of reporting in accordance with the GRI Standards	Section 7.1	152-161	URD Section 3.4 (p. 162-164)
		102-55	GRI content index	Section 7.1	152-161	
		102-56	External assurance	Section 7.2	165-166	URD Appendix a2 (p. 511-513)
		SPECIFIC STANDARD DISCLOSURES				
GRI 200 – ECONOMIC STANDARDS						
GRI 103: Management approach – 2016	Economic performance	103-1	Explanation of the material topic and its boundary	Section 1.3.1	13-14	URD Section 3.1.2 (p. 118)
		103-2	Management approach and its components	Section 1.5	20-39	URD Section 3.1.2 (p. 118-120)
		103-3	Evaluation of the management approach	Section 1.5	20-39	URD Section 3.1.2 (p. 118)
GRI 201: Economic performance – 2016		201-1	Direct economic value generated and distributed	Section 2.2. Section 2.3. Section 2.4.	49-56	URD Section 3.2 (p. 125-128)
		201-2	Financial implications and other risks and opportunities due to climate change	Section 5.2.2	94-96	URD Section 3.4.2 (p. 133-140)
		201-3	Defined benefit plan and other pension plan obligations	Section 6.4	135-138	URD Section 3.3.4 (p. 155-158)
		201-4	Public financial aid	Section 1.1	6 42	URD Section 1.4.2 (p. 78-91)

	Category	Standard	Subject	Published in this report	Pages	Additional information/ omission
GRI 202: Market presence – 2016	Market presence	202-1	Ratios between the standard first step salary by gender compared to the local minimum wage	Section 1.5 Social appendix	24 145	
		202-2	Percentage of senior managers recruited from the local community	Not disclosed		
GRI 203: Indirect economic impacts – 2016	Indirect economic impacts	203-1	Investments in infrastructure and sponsorship	Section 3.4	66-67	
		203-2	Significant indirect economic impacts	Section 2.3	50	URD Section 3.2 (p. 125-129)
GRI 204: Procurement practices – 2016	Procurement practices	204-1	Share of expenses with local suppliers	Section 2.4	51-56	URD Section 3.2 (p. 126-127)
GRI 205: Anti-corruption – 2016	Anti-corruption	205-1	Activities assessed in terms of risk related to corruption	Section 1.5.2	30	URD Section 2.1.4 (p. 103), Section 3.1.3 (p. 120-122)
		205-2	Communication and training on anti-corruption policies and procedures	Section 1.5.2	30	URD Section 2.1.4 (p. 103), Section 3.1.3 (p. 120-122)
		205-3	Proven cases of corruption and measures taken	Section 1.5.2	30	URD Section 2.1.4 (p. 103), Section 3.1.3 (p. 120-122)
GRI 206: Anti-competitive behaviour – 2016	Anti-competitive behaviour	206-1	Lawsuits against anti-competitive behaviour and antitrust practices			URD Section 5.1.7 (p. 239)
GRI 207: Tax – 2019	Tax policy	207-1	Tax approach	Section 1.5.2	30	URD Section 3.1.3 (p. 123-124)
		207-2	Tax governance, control and risk management			URD Section 3.1.3 (p. 123-124)
		207-3	Stakeholder engagement and management of tax policy issues	Not disclosed		URD Section 3.1.3 (p. 123-124)
		207-4	Reporting by country	Not disclosed		URD Section 3.1.3 (p. 123-124)

Additional information/omission						
Category	Standard	Subject	Published in this report	Pages	Additional information/omission	
GRI 300 – ENVIRONMENTAL STANDARDS						
GRI 103: Management approach – 2016	Materials	103-1	Explanation of the material topic and its boundary	Section 1.3	13-14	URD Section 3.2.4 (p. 133-134)
		103-2	Management approach and its components	Section 1.5.1	20-29	URD Section 3.2.4 (p. 133-134)
		103-3	Evaluation of the management approach	Environmental appendix	122	URD Section 3.2.4 (p. 133-134)
GRI 301: Materials – 2016		301-1	Materials used by weight or volume	Section 5.1	86	URD Section 3.2.4 (p. 133-134)
301-2		Recycled input materials used	Section 5.1	86	URD Section 3.2.4 (p. 133-134)	
301-3		Reclaimed products and their packaging materials	Section 5.1	86	URD Section 3.2.4 (p. 133-134)	
GRI 302: Energy – 2016	Energy	302-1	Energy consumption within the organisation	Section 5.2.3 Environmental appendix	97-103 117-121	URD Section 3.2.4 (p. 134-139)
		302-2	Energy consumption outside the organisation	Section 5.2.3 Environmental appendix	97-103 117-121	URD Section 3.2.4 (p. 134-139)
		302-3	Energy intensity	Section 5.2.3 Environmental appendix	97-103 117-121	URD Section 3.2.4 (p. 134-139)
		302-4	Reduction of energy consumption	Section 5.2.3 Environmental appendix	97-103 117-121	URD Section 3.2.4 (p. 134-139)
		302-5	Reduction in energy requirements of products and services	Section 5.2.3 Environmental appendix	97-103 117-121	URD Section 3.2.4 (p. 134-139)
GRI 303: Water and effluents – 2018	Water and effluents	303-1	Interactions with water as a shared resource	Section 5.4	112-115	
		303-5	Water consumption	Environmental appendix	122	
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	Section 5.4	112-115	URD Section 3.2.4 (p. 140-141)
		304-2	Significant impacts of activities, products, and services on biodiversity	Section 5.4	112-115	URD Section 3.2.4 (p. 140-141)
		304-3	Habitats protected or restored	Sections 5.4	112-115	URD Section 3.2.4 (p. 140-141)
		304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Section 5.4	112-115	URD Section 3.2.4 (p. 140-141)

	Category	Standard	Subject	Published in this report	Pages	Additional information/ omission
GRI 305: Emissions – 2016	Emissions	305-1	Direct (Scope 1) GHG emissions	Sections 5.5	117-121	URD Section 3.2.4 (p. 134-139)
		305-2	Energy indirect (Scope 2) GHG emissions	Sections 5.5	117-121	URD Section 3.2.4 (p. 134-139)
		305-3	Other indirect (Scope 3) GHG emissions	Sections 5.5	117-121	URD Section 3.2.4 (p. 134-139)
		305-4	GHG emissions intensity	Sections 5.5	117-121	URD Section 3.2.4 (p. 134-139)
		305-5	Reduction of GHG emissions	Sections 5.5	117-121	URD Section 3.2.4 (p. 134-139)
		305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Sections 5.5	121	URD Section 3.2.4 (p. 140)
GRI 306: Waste – 2020	Waste	306-1	Waste generation and significant waste-related impacts	Section 5.1	85-90	URD Section 3.2.4 (p. 133-134)
		306-2	Management of significant waste-related impacts	Section 5.1	85-90	URD Section 3.2.4 (p. 133-134)
		306-3	Waste generated	Section 5.1	85-90	URD Section 3.2.4 (p. 133-134)
		306-4	Waste diverted from disposal	Section 5.1	85-90	URD Section 3.2.4 (p. 133-134)
		306-5	Waste directed to disposal	Section 5.1	85-90	URD Section 3.2.4 (p.133-134)
GRI 307: Environmental compliance – 2016	Environmental compliance	307-1	Non-compliance with environmental laws and regulations	Section 1.5.6	37	URD Section 2.1.4 (p. 103)
GRI 308: Environmental assessment of suppliers – 2016	Environmental assessment of suppliers	308-1	New suppliers analysed using environmental criteria	Section 2.4	51-56	URD Appendix a1 (p. 492-511)
		308-2	Negative impacts on the environment in the supply chain and actions taken	Section 2.4	51-56	URD Appendix a1 (p. 492-511)
GRI 400 – SOCIAL STANDARDS						
GRI 103: Management approach – 2016	Employment	103-1	Explanation of the material topic and its boundary	Section 1.3	13-14	URD Section 3.3 (p. 146-161)
		103-2	Management approach and its components	Section 6	124-130	URD Section 1 (p. 22-23) URD Section 3.3.1 (p. 146-161)
		103-3	Evaluation of the management approach	Section 6 Social appendix	124-130 141-161	URD Section 2 (p. 109-114)

	Category	Standard	Subject	Published in this report	Pages	Additional information/ omission
GRI 401: Employment – 2016		401-1	New employee hires and employee turnover	Section 6 Social appendix	124-130 141-161	URD Section 3.3.1 (p. 147-149)
		401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Section 6 Social appendix	124-130 141-161	URD Section 3.3.4 (p. 155-158)
		401-3	Parental leave	Section 6.1	127-130	URD Section 3.1.1 (p. 116) Section 3.3.1 (p. 147-149)
GRI 402: Employee/ management relations – 2016	Employee/ management relations	402-1	Minimum notice periods regarding operational changes	Section 6 Social appendix	124-130 141-161	URD Section 3 (147)
GRI 403: Occupational health and safety – 2018	Occupational health and safety	403-1	Occupational health and safety management system	Section 6.3 Social appendix	133-135 145-146	URD Section 2 (p. 107) Section 3.3.3 (p. 153-154)
		403-2	Hazard identification, risk assessment and incident investigation	Section 6.3 Social appendix	133-135 145-146	URD Section 2 (p. 107), Section 3.3.3 (p. 153-155), Appendix a1 (p. 492-511)
		403-3	Occupational health services	Section 6.3 Social appendix	133-135 145-146	URD Section 3.3.3 (p. 153-155), Appendix a1 (p. 500-501)
		403-4	Employee participation and consultation and communication on health and safety at work	Section 6.3 Social appendix	133-135 145-146	URD Section 3.3.3 (p. 153-155), Appendix a1 (p. 500-501)
		403-5	Worker health and safety training	Section 6.3 Social appendix	133-135 145-146	URD Section 3.3.3 (p. 153-155), Appendix a1 (p. 500-501)
		403-6	Promotion of worker health	Section 6.3 Social appendix	133-135 145-146	URD Section 3.3.3 (p. 153-155), Appendix a1 (p. 500-501)
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Section 6.3 Social appendix	133-135 145-146	URD Section 3.3.3 (p. 153-155), Appendix a1 (p. 500-501)
		403-8	Workers covered by an occupational health and safety management system	Section 6.3 Social appendix	133-135 145-146	URD Section 3.3.3 (p. 153-155), Appendix a1 (p. 500-501)
		403-9	Accidents at work	Section 6.3 Social appendix	133-135 145-146	URD Section 3.3.3 (p. 153-155), Appendix a1 (p. 500-501)
		403-10	Work-related diseases	Section 6.3 Social appendix	133-135 145-146	URD Section 3.3.3 (p. 153-155), Appendix a1 (p. 500-501)

	Category	Standard	Subject	Published in this report	Pages	Additional information/ omission
GRI 404: Training and education – 2016	Training and education	404-1	Average hours of training per year per employee	Section 6.2 Social appendix	130-133 148-149	URD Section 2 (p. 101), Section 3.3.2 (p. 152-153)
		404-2	Programmes for upgrading employee skills and transition assistance programmes	Section 6.2 Social appendix	130-133 148-149	URD Section 2 (p. 101), Section 3.3.2 (p. 152-153)
		404-3	Percentage of employees receiving regular performance and career development reviews	Section 6.2 Social appendix	130-133 148-149	URD Section 3.3.2 (p. 152)
GRI 405: Diversity and equal opportunities – 2016	Diversity and equal opportunities	405-1	Diversity of governance bodies and employees	Section 1.5 Section 6.1	20-25 124-130	URD Section 3.3 (p. 146-150), Section 4.1.1 (p. 166)
		405-2	Ratio of basic salary and compensation of women to men	Section 1.5.1 Social appendix	24 145	URD Section 3.3.3 (p. 148-150)
GRI 406: Fight against discrimination – 2016	Fight against discrimination	406-1	Cases of discrimination and corrective measures taken	Section 6.1 Social appendix	127-130 141-161	URD Section 3.3.1 (p. 149-151)
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	Section 6.1-6.5	127-129 138-140	URD Appendix a1 (p. 492-511)
GRI 408: Child labour – 2016	Child labour	408-1	Operations and suppliers presenting a significant risk related to child labour	Section 6.1	127-129	URD Section 3.3.1 (p. 149-151), Appendix 1a (p. 492-511)
GRI 409: Forced or compulsory labour – 2016	Forced or compulsory labour	409-1	Operations and suppliers presenting a significant risk of forced or compulsory labour	Section 6.1	127-129	URD Section 3.3.1 (p. 149-151), Appendix 1a (p. 492-511)
GRI 410: Safety practices – 2016	Safety practices	410-1	Security personnel trained in human rights policies or procedures	Section 6.1	127-129	URD Section 3.3.1 (p. 149-151), Appendix 1a (p. 492-511)
GRI 411: Rights of indigenous peoples – 2016	Rights of indigenous peoples	411-1	Incidents of violations involving rights of indigenous peoples	Section 1.5.6	37	URD Section 3.3.1 (p. 149-151), Appendix 1a (p. 492-511)
GRI 412: Human rights assessment – 2016	Human rights assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	Section 6.1	127-129	URD Section 3.3.1 (p. 149-151), Appendix 1a (p. 492-511)
		412-2	Employee training on human rights policies or procedures	Section 6.1	127-129	URD Section 3.3.1 (p. 149-151), Appendix 1a (p. 492-511)
		412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Section 2.4	51-56	URD Section 3.3.1 (p. 149-151), Appendix 1a (p. 492-511)

	Category	Standard	Subject	Published in this report	Pages	Additional information/ omission
GRI 413: Local communities – 2016	Local communities	413-1	Operations with local community engagement, impact assessments, and development programmes.	Section 2	44-58	URD Section 3.2.1 (p. 126-133)
		413-2	Operations with significant actual and potential negative impacts on local communities	Section 2	44-58	URD Section 3.2.1 (p. 126-133)
GRI 414: Social assessment of suppliers – 2016	Social assessment of suppliers	414-1	New suppliers that were screened using social criteria	Section 2.4	51-56	URD Appendix 1a (p. 492-511)
		414-2	Negative impacts on society in the supply chain and actions taken	Section 2.4	74-76 51-56	URD Appendix 1a (p. 492-511)
GRI 415: Public policies – 2016	Public policies	415-1	Political contributions	Section 1.5.5	34	
GRI 416: Health and safety of consumers – 2016	Health and safety of consumers	416-1	Assessment of the health and safety impacts of product and service categories	Section 1.5.6	37	
		416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Section 1.5.6	37	
GRI 417: Marketing and labelling – 2016	Marketing and labelling	417-1	Requirements for product and service information and labelling	Section 1.5.6	37	
		417-2	Incidents of non-compliance concerning product and service information and labelling	Section 1.5.6	37	
		417-3	Incidents of non-compliance concerning marketing communications	Section 1.5.6	37	
GRI 418: Customer data privacy – 2016	Customer data privacy	418-1	Substantiated complaints regarding breaches of customer privacy and losses of customer data	Section 4	71	URD Section 3.1.3 (p. 122-123)
GRI 419: Socio-economic compliance – 2016	Socio-economic compliance	419-1	Non-compliance with laws and regulations in the social and economic area	Section 1.5.6	37	

7.2 METHODOLOGICAL NOTE AND ITP OPINION

Methodological note on ESG indicators

Reference

The CSR reporting is annual, the previous edition was published on the group's website in May 2021.

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 La Poste Groupe's website;
- Section 3 of the 2021 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 reporting period is based on:

- for the employee indicators, over a calendar year (from 1 January to 31 December 2021) to ensure consistency with French regulations and the employee reports of French companies;
- for the environmental reporting, on a rolling year from December 2020 to the end of November 2021 or a rolling quarter T4 2020 to end T3 2021, except for the number of vehicles (31 December 2021).

The reporting scope of La Poste Groupe 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 La Poste Groupe that are fully consolidated for the preparation of the consolidated financial statements (subsidiaries at least 51%-owned at 31 December 2021). In 2021, ESG reporting is marked by:

- broadening of the scope of the employee indicators, now including the European subsidiaries;
- concerning the environmental indicators, an adjustment of the extrapolation method to ensure the consistency of the reporting with the scope of consolidation of the group entities and the operational reality of the extrapolated entities:
 - the principles remain unchanged: by convention, the extrapolated data are calculated based on a ratio of emissions in kg CO₂e per €1,000 of operating revenue. All extrapolated GHG emissions are by agreement, considered as part of Scope 3 in the table of the group's emissions,
 - from 2021, LBP holding-type entities are excluded from the "eligible operating revenue" because they do not carry out any operating activities that generate significant GHG emissions,
 - for Asendia, the group's average emission ratio was applied to its logistics activities. For its digital platform activity, the average emission ratio of the group's digital activities was applied.

Scope of indicators	% of consolidated group operating revenue	% of group employees (in full-time equivalents)
Employee indicators for La Poste Groupe including subsidiaries in France and Europe ^(a)	90.6	95.1
GHG emissions related to transport and buildings for the group ^(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 5% of the group's GHG emissions in 2021.

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 La Poste Immobilier 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 the energy consumption of buildings and the GHG emissions related to transportation and buildings are calculated over a rolling period (fourth quarter 2020 to third quarter 2021).

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 2020 to 30 November 2021. The average prices used to convert these amounts into kilowatt-hours 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 results on materials that account for 93% of the total 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, pre-paid envelopes, and other packaging offers), cardboard boxes, and mixed items like padded envelopes are not included in the scope of the indicator.

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.

The scope of commitment concerns La Poste and its subsidiaries La Poste Immobilier and La Banque Postale. The regional impact (group data) presents data from La Poste and its subsidiaries La Poste Immobilier, La Banque Postale, Docaposte and Mediapost.

Employee indicators

Occupational health and safety

Scope: Includes the La Poste parent company and the group's subsidiaries in France and Europe.

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 headcount 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.

Training

Scope: La Poste parent company and the French and European 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: La Poste Groupe (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.

Contact us at: reporting.rse@laposte.fr

(1) Waste from electrical and electronic equipment.

(2) The amounts are calculated at cost for La Poste, and excluding tax for the other group entities.

Report by one of the Statutory Auditors, appointed as an independent third party, on the consolidated statement of non-financial performance

Fiscal year ended on 31 December 2021

To the Shareholders,

In our capacity as Statutory Auditors of your group (hereinafter "Entity"), designated as an independent third party or OTI ("Third Party"), accredited by COFRAC under number 3-1049,⁽¹⁾ we carried out work aimed at formulating a reasoned opinion expressing a conclusion of limited assurance on the historical information (recorded or extrapolated) of the consolidated statement of non-financial performance, prepared in accordance with the Entity's procedures (hereinafter the "Guidelines"), for the fiscal year ended on 31 December 2021 (hereinafter the "Information" and the "Statement" respectively), presented in the Entity's management report in accordance with the provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

Conclusion

Based on the procedures we have implemented, as described in the "Nature and scope of our work" section, and the information we have collected, we have not identified any significant anomaly that would call into question the fact that the consolidated statement of non-financial performance complies with the applicable regulatory provisions and that the Information, taken as a whole, is fairly presented in accordance with the Guidelines.

Preparation of the statement of non-financial performance

The absence of a generally accepted and commonly used reference framework or established practices on which to assess and measure the Information allows the use of different but acceptable measurement techniques that may affect the comparability between entities and over time.

Consequently, the Information must be read and understood with reference to the Guidelines, the significant elements of which are presented in the Statement.

Limitations inherent in the preparation of the Information

As indicated in the Statement, the Information may be subject to inherent uncertainty in the state of scientific or economic knowledge and the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates used to prepare it and presented in the Statement.

Responsibility of the entity

The Board of Directors is responsible for:

- selecting or establishing appropriate criteria for the preparation of the Information;

- preparing a Statement in accordance with the legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied with regard to these risks and the results of these policies, including key performance indicators and the information required by Article 8 of Regulation (EU) 2020/852 (Green Taxonomy);

- setting up the internal control that it deems necessary to prepare Information that is free from material misstatement, whether due to fraud or error.

The Statement was prepared in accordance with the entity's Guidelines as mentioned above.

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 historical information (recorded or extrapolated) provided in accordance with Article R. 225-105-I 3° and II of the French Commercial Code, i.e. the outcomes of the policies, including key performance indicators, and the measures implemented considering the principal risks.

As we are responsible for making an independent conclusion on the Information as prepared by management, we are not authorised to be involved in the preparation of such Information as this could compromise our independence.

It is not our responsibility to comment on:

- the Entity's compliance with the other applicable legal and regulatory provisions (in particular in terms of information provided for by Article 8 of Regulation (EU) 2020/852 (Green Taxonomy), the vigilance and anti-corruption plan and tax evasion);
- the fairness of the information provided for in Article 8 of Regulation (EU) 2020/852 (Green Taxonomy);
- the compliance of products and services with applicable regulations.

Regulatory provisions and applicable professional doctrine

Our work described below was carried out in accordance with the provisions of Articles A. 225 1 et seq. of the French Commercial Code, the professional guidance issued by the French National Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes* – CNCC) relating to this intervention serving as an audit programme, and the ISAE 3000 (revised) international standard.⁽²⁾

(1) Cofrac Inspection accreditation, No. 3-1049, available on the website www.cofrac.fr.

(2) ISAE 3000 (revised) – Assurance engagements other than audits or reviews of historical financial information.

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 implemented a quality control system that includes documented policies and procedures to ensure compliance with the applicable laws and regulations, ethical rules and the professional doctrine of the French National Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes* – CNCC) relating to this intervention.

Means and resources

Our work was carried out by a team of five people between October 2021 and March 2022 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 the Financial Department, Risk Department, Human Resources Department, and Societal Commitment Department.

Nature and scope of our work

We planned and carried out our work taking into account the risk of material misstatement of the Information.

We believe that the procedures we have conducted, exercising our professional judgement, enable us to formulate a conclusion of limited assurance:

- 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 practice, where appropriate;
- we verified that the Statement includes each category of social and environmental information set out in Article L. 225-102-1 as well as regarding compliance with human rights and anti-corruption and tax avoidance legislation;
- we verified that the Statement provides the information required under Article R. 225-105 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, and
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in the Appendix. Concerning certain risks,⁽¹⁾ 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;⁽²⁾
- 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,
 - detailed tests on the basis of sampling or other means of selection, consisting of verifying the correct application of definitions and procedures and reconciling the data with the supporting documents. This work was carried out on a selection of contributing entities⁽²⁾ and covers between 68% 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.

The procedures implemented as part of a limited assurance engagement are less extensive than those required for a reasonable assurance engagement performed in accordance with the professional doctrine of the French National Institute of Statutory Auditors; a higher level of assurance would have required more extensive verification work.

Paris-La Défense, 15 March 2022

KPMG S.A.

Anne Garans
Partner
Sustainability Services

Stéphanie Millet
Partner

(1) Changes in carbon regulations in the Express sector; Quality of service as perceived by customers; Transformation of the group's networks and production tools; Non-compliance; Business disruption in the event of a major crisis.

(2) Véhiposte; Mail and Parcels Logistics Network Department; Technical Department of International Mail/Parcels; Recygo and Nouvelle Attitude; La Poste Immobilier; GeoPost/DPDgroup head office; La Poste head office.

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: 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-to-business 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 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 Benefits in kind Management Council (*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: private-sector companies (from SMEs to multinationals); local authorities (from municipal to regional); NGOs (environmental, economic development, local solidarity, human rights, etc.); and institutions, universities and the media.

Consumer: An individual who purchases property, a product or a service for his or her own use (ISO 26000).

COP21: Paris Climate Conference in 2015.

Crowdfunding: Describes all the tools and methods of financial transactions that call on 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 European 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 CO₂ 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 Regulation.

Green IT: "Green information technology" 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. 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-up), 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.

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.

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. Postmen-counter 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.

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 development through its postal coverage, transport and press delivery). The agreement currently in force covers the period between 2018 and 2022.

Responsible development: La Poste Groupe'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, social and societal 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 (after-sales 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 business 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.

Solidarity commitment: For La Poste Groupe, 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.

SSE: 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.

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.

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.

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.

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 from 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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