

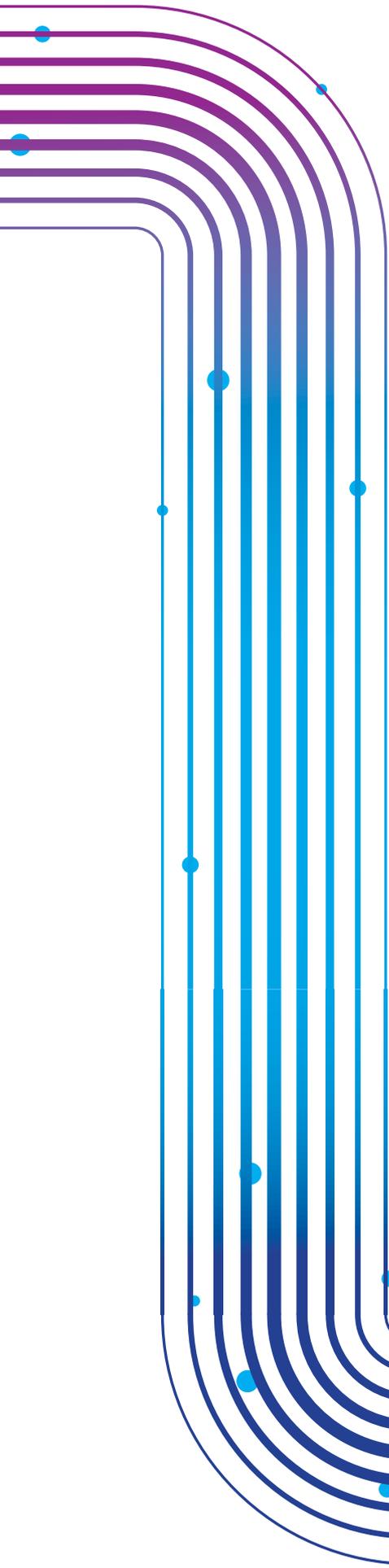


# We do the right thing the right way

2015 Corporate  
Responsibility Report







## Table of contents

President and Chief Executive Officer letter.....	02
Our business practices.....	03
Environment.....	07
Our people.....	15
Clients and suppliers.....	21
Community.....	25

# A Letter from Marc B. Lautenbach

## President and Chief Executive Officer

Our commitment to responsible business practices strengthens every aspect of Pitney Bowes. Embedded in our culture for nearly 100 years, it continues to drive our relationships with clients, employees, peers and the communities where we operate.

Our shorthand description of this commitment is “doing the right thing, the right way”. And it is central to all we do—whether we’re designing new technologies and services for our clients, driving down our carbon footprint, or supporting the work of employee volunteers helping children and families in their local communities.

The opportunities we face today demand not only our best talents, but our best qualities as human beings. I am proud of the way our company is living up to the challenge of global citizenship. We are truly making a difference for the people we serve, while laying an ever-broader foundation for future growth.

Two recent honours underscore this success. In April 2016, CR Magazine named Pitney Bowes on its 100 Best Corporate Citizens list. And in May, Forbes named us as one of America’s 500 Best Large Employers. Both these awards come on the heels of comparable recognition in other surveys and other countries around the world, including being honoured for a sixth year as one of the Best Companies to Work For in India.

This recognition is particularly gratifying given the degree of transformation we have undergone over the last several years in our technology, organisation and business model. What has clearly not changed—and in fact has strengthened—is our global commitment to living our values and being the best company we can be.

Last year we made significant progress on many fronts. To name a few:

- We reinforced our standing as an environmental leader, meeting a five-year, 15 percent carbon emissions reduction target established in 2012, three years ahead of schedule, and earning a place on the Carbon Disclosure Project’s A list, representing the top 5 percent of all companies disclosing emissions in the organisation’s annual surveys.
- We continued to engage employees and their families in increasing numbers in programmes that help them stay fit—including more than 4,000 participants in 15 countries for our annual “One in a Million” walking campaign.
- We drew more than 2,000 women from 150 universities in India to a six-hour programming hackathon called PB Code Inspire, designed to encourage women to pursue careers in computer science and engineering.



- And we continued to strengthen our philanthropic commitment to literacy and education through the Pitney Bowes Foundation, corporate contributions and employee volunteerism. A highlight of the year was the global expansion of our signature volunteer initiative, Dedication to Education. Between August and November, more than 400 employee volunteers joined forces with 34 organisations in 19 locations to enrich the lives and educational prospects of students and their families. This programme complements our employees’ year-round commitment to tutoring and mentoring students in their local schools.
- Through their many efforts, our employees worldwide contributed 56,000 hours of volunteer service and, through our matching gifts programme, donated \$1.7 million in charitable contributions that were matched by the Foundation.

Our culture of corporate responsibility supports our progress at every step—helping us attract and retain a diverse, energised workforce focused on client success; accelerating the flow of innovative solutions; ensuring that our products and facilities meet rigorous functional, environmental and safety standards; and providing a fair, transparent governance infrastructure to keep everyone on track and at their best.

It’s an exciting time to be at Pitney Bowes, drawing on the accumulated wisdom of nearly a century as we build our bridge to the next one—and prepare to cross it. I can’t say enough about how grateful I am for the outstanding efforts of people throughout our company as we continue on this path. Our clients, families and communities depend on how well we do. I look forward to another year of doing even better.

**Marc B. Lautenbach**  
President and Chief Executive Officer

# Our business practices

Every day, we demonstrate our commitment to corporate responsibility through the way we conduct business. Our culture of integrity and shared values is fundamental to our success and has been throughout our history. We hold employees responsible for adhering to company policies and values as well as local laws and regulations.

## Values and ethics

Our values define us as individuals and as a company. Our approach to corporate responsibility is grounded in shared values. That's proven to be a source of great strength for Pitney Bowes throughout our history.

## Risk and business continuity

We have a responsibility to our people and our clients to ensure the continuity of our business during times of crisis. We have robust systems in place to identify, prioritise and mitigate risk. This includes financial and sustainability risks.

## Privacy

Pitney Bowes is committed to protecting the privacy of personal and sensitive information. We have processes and systems to protect privacy while ensuring information security. We protect the confidentiality of employee communications on sensitive matters. Our products and services are designed to: Minimise privacy risks, meet our regulatory and legal obligations and build trust in our solutions.

## Advocacy

To help advance our business objectives, Pitney Bowes participates in the public policy and political process in the United States in a variety of ways. We believe our activities are in our shareholders' best interests as well as the interests of the broader marketplace.

Our core value statement, "We do the right thing, the right way", defines how we've chosen to conduct our operations and sets the tone for how we interact with our stakeholders. Employees of Pitney Bowes are committed to treating our clients, business partners, co-workers and communities where we live and work with fairness, honesty, respect and integrity. The company's success as industry leader, employer, business partner and global citizen has been built on these commitments for more than 95 years. We are a member in good standing in the FTSE4Good Index, the responsible investment index sponsored by the FTSE Group. FTSE's review of eligible companies focuses primarily on anti-bribery/anti-corruption policies and practices.

## Values and ethics

Our values define us. We have high ethical standards, and we educate our employees in a variety of subjects to provide them with the awareness and tools they need to succeed in an ethical and legally compliant way and to support their ability to put values into action. Helping employees to know what is expected of them is part of the equation, but it is also critical that employees have the courage to do the right thing. Senior management is responsible for modelling expected behaviours and is committed to supporting a culture of integrity. Our approach to corporate responsibility is grounded in these shared expectations and values which have been a strength of our company for generations. The words have evolved over time, but the practices, sentiment and meaning have remained consistent.

## Risk and business continuity

We have a responsibility to our people and our clients to ensure that disruption of services will be minimised during times of crisis. To this end we have two multi-disciplinary teams in place. The Crisis Management Team (CMT) immediately gathers facts, assesses the impact of an event on the employees and the business, and provides immediate triage leadership and assistance for the protection of our people, operations and property. The Business Continuity Team works closely with the CMT to mitigate risks for employees and the business, and to ensure that the business will continue to function with minimal if any interruption.

## Code of conduct

The Pitney Bowes Business Practices Guidelines (BPGs) is our code of conduct. It provides an overview of policies, laws and expectations of conduct for all employees globally. While legally compliant behaviours are the minimum expectation, employees are expected to ensure that all their conduct is based on the highest ethical standards. Our reputation and success depend in large part on how we treat each other, our clients, our business partners and our communities where we're based. Laws and policies change, but one thing that doesn't change is our commitment to "do the right thing, the right way". The code is presented in culturally appropriate versions as well as 11 languages and dialects.

## Training

Employees have a right to know and understand what is expected of them. We inform them through annual education and training initiatives, as well as customised training, both on-site and online. Our goal is to provide training on a three-year cycle. Employees receive foundational or comprehensive training in the first cycle year in those significant compliance topics applicable to all employees. In the second year, employees review highlights of the in-depth courses given the previous year. In the third year, we offer refresher awareness communications to remind employees of the essential elements of the foundational courses. New employees receive introductory compliance training related to their jobs, and are then enrolled the following year in the foundational courses given to the general employee population. This cyclical approach helps employees to keep thinking about key requirements on a regular basis. Our annual training material is available in English, French/Canadian French, German, Italian, Swedish, Danish, Finnish, Japanese and Brazilian Portuguese.

In addition to our standard courses, we offer a variety of awareness initiatives and video vignettes. Our "Setting the Right Tone (Tone at the Middle)" programme assists our middle managers to create their own compliance messages for their employees. And for employees who do not have access to computers, managers provide monthly huddle training on topics covered in our Business Practices Guidelines.

## Advice and reporting channels

We encourage employees to seek advice in dealing with ethical dilemmas and to report any suspected or actual wrongdoing. Our Ethics Help Line is operated by a third-party administrator 24 hours a day, seven days a week. Employees may call in to the line to report their concerns (anonymously, if permitted by local law) in any of 140 languages. Employees may also contact the Global Ethics and Compliance Department in person or through web page reporting, hard copy post, telephone or confidential email delivered directly to the Global Ethics and Compliance office. All claims of potential violations of law or policy are reviewed promptly, and where appropriate, an investigation commences immediately or on the next business day. If the investigation supports the allegations, we take appropriate and consistent disciplinary action.

## Metrics

We constantly monitor the performance of our ethics and compliance programme to improve its effectiveness. In 2015 we launched an initiative to develop a more comprehensive tool for case reporting. This tool not only reports on specific case trends, but also the impact of education on those trends.

## Risk and business continuity

### Risk

We have a structured, consistent and continuous risk management process in place across our organisation. This Enterprise Risk Management system identifies and prioritises potential risks to the business including financial, environmental and societal risks. These risks are then assessed in terms of probability, severity and the status of mitigation plans. The risks identified are reviewed by a senior management Risk Steering Committee and the Board of Directors. The Board's Audit Committee also reviews the risk management process independently.

The result is a strategic approach to risk. By focusing on those issues that can affect how well we achieve our long-term goals, we can balance risk and reward appropriately. Moreover, we can holistically strengthen and align the interests of management, employees and shareholders. By integrating this understanding into the company's culture, we are able to transform risk management from a defensive function into a source of competitive advantage.

### Business continuity

Our business continuity programme is aligned with our risk management process. The programme's primary objective is to support ongoing contingency planning to evaluate the impact of events that may adversely affect clients, assets or employees. Pitney Bowes has established processes to support the continuity of our businesses during times of crisis. With a core staff and engagement by our business units, we are able to respond appropriately as events arise. We also train our employees, run simulation exercises and evaluate our programme each year for potential improvements.

## Privacy

Pitney Bowes is committed to protecting the privacy of personal and sensitive information. We continue to update and enhance our processes and systems to protect client, employee and company data. We build privacy into the design of our products, give clients choices about the information they share and are transparent about how their data is used. We also adhere to applicable law and regulations regarding client, partner and employee personal information moving across geographical and jurisdictional borders. Our goal is to foster innovation and trust in the evolving digital economy by minimising privacy risks, meeting our regulatory and legal obligations and practising data stewardship.

---

We require all Pitney Bowes employees and partners to follow our comprehensive policies for the protection of privacy and adherence to data protection law and regulation. Our data privacy programme is managed by our Chief Data Protection Officer and overseen by the Data Protection Committee, which represents all lines of business and major functions. Our privacy risks and mitigation plans are reviewed annually by the senior management Risk Steering Committee as well as the Governance Committee of the Board of Directors (as part of our corporate enterprise risk management programme).

## Advocacy

Pitney Bowes businesses can be significantly affected by changes in public policy. That is why the company engages in policy-making processes around the world by advising officials on issues we believe are critical to the success of the borderless world of physical and digital commerce.

Worldwide, public policies are constantly changing. Where these policies impact our business and our clients, we strive to lend an informed and constructive voice through our Government and Regulatory Affairs Team and other technical experts. As a global technology company, with a strong history in the mailing industry and fast-growing e-commerce and digital commerce businesses, we engage on policies related to the postal industry, trade, privacy and other issues.

Pitney Bowes is committed to adhering to the highest standards of law and ethics in all that we do, including our advocacy work. Our policies, practices, activities and reporting are designed to support our compliance with applicable laws.

Questions regarding these principles should be addressed to Pitney Bowes Government and Regulatory Affairs, 3001 Summer St., Stamford, CT 06926, USA or to [govtaffairs@pb.com](mailto:govtaffairs@pb.com).

# Environment

Pitney Bowes has a long tradition of environmental responsibility, and each year we seek ways to further reduce our environmental footprint. Over the past 50 years we have worked to minimise our waste streams, expand on our use of returnable/reusable packaging designs, maximise the use of water-based inks, use partnerships to improve the recovery of equipment for reuse, recycling and end-of-life stewardship, employ innovative, responsible waste management vendors, and manage the remediation efforts from legacy site contamination.

## Product stewardship

Our products are designed for a long lifetime of use, reuse and recycling. We started our product take-back programme 50 years ago, and since then we have recovered millions of pounds of equipment and components. We have also worked steadily to increase sales of "green" products.

Learn more.

## Energy conservation

We monitor energy consumption in our fleets, facilities and operations, and we research and apply conservation measures to reduce consumption. We calculate and publicly report on our carbon emissions, and in 2015 we met a five-year, 15% reduction target which was established in 2012, three years ahead of schedule. As a result we established a further five-year, 8% reduction target to guide our energy and GHG programmes. We use every means available to help achieve our reduction target through process improvements, employee awareness and site consolidation.

Learn more.

## Environmental performance

We report our carbon emissions, product stewardship and recycling and waste avoidance tonnage. We do not report on hazardous wastes, air emissions or waste water discharges, as these waste streams have become either not applicable or negligible in magnitude. Our manufacturing processes consume no water, emit no air pollutants that would require a permit, and

produce no hazardous wastes, though very small amounts of wastes are generated by secondary operations such as hand cleaning and touch-up repair.

Learn more.

## Environmental product compliance

From equipment design and partner selection to packaging, distribution and end of life, we monitor worldwide compliance with domestic and global regulations regarding environmental product content, reporting, registration and recovery.

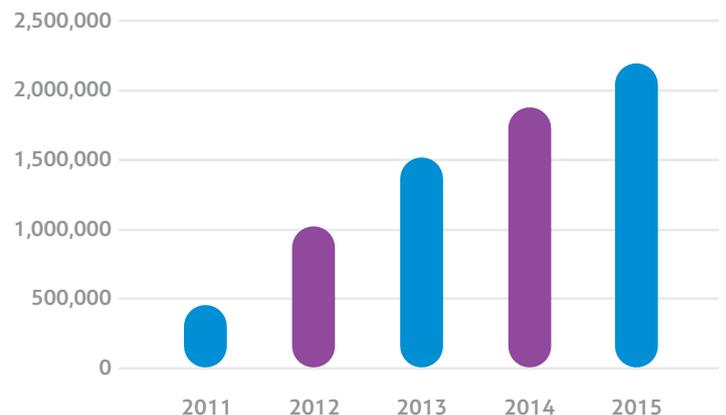
Learn more.

## Product stewardship

Our company has a long legacy of product remanufacturing and recycling. We started our product take-back programme fifty years ago, and since then we have recovered millions of pounds of equipment and components for reuse and recycling. Today, 95 percent of our mailing equipment parts are recyclable. We have established centres throughout the United States, Canada and Europe where customers can return products for subsequent remanufacture, harvesting of parts or recycling. Last year equipment remanufacture diverted 298,183 pounds of waste from recycling to reuse.

We have a robust remanufacturing process that has kept more than 2.1 million pounds of products out of our waste streams in the past five years.

Cumulative Remanufacturing (lbs)



## Paper usage reduction

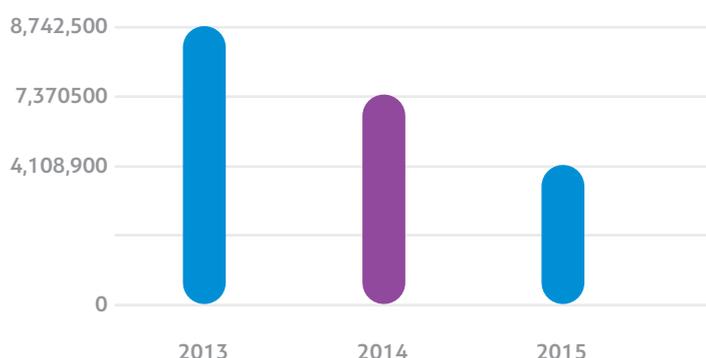
Over the past few years, Pitney Bowes has focused on reducing waste from the point of generation, with particular emphasis on office supplies, such as copier paper (one of our largest volume/spend items). Steps taken since 2013 have included the following:

- Defaulted copiers and printers to double-sided printing
- Removed local printers and required employees to utilise community printers
- Sent out requests for employees to limit paper usage when possible
- Reduced the printing of company reports, such as annual financial reports and this Corporate Responsibility Report
- Discouraged the generation of paper files by reducing file capacity and enhancing electronic file storage options

These initiatives have led to a continuous decrease in paper usage. In just two years, usage in the company's Connecticut offices has gone from 8.7 million to 4.1 million pages—a reduction of 53%, as shown below. This equates to saving 1566 trees\* per year from our 2013 baseline year.

\*Environmental Paper Network (EPN) Paper Calculator 3.2.1

### Pitney Bowes Connecticut office paper usage (# of pages)



## Environment Week for Pitney Bowes India

Throughout the first week in June 2015, Pitney Bowes offices in Noida and Pune held a series of events to encourage employees to adopt environment-friendly products and practices at work and at home. Most events focused on ways to reduce consumption of water, electricity and paper, but the week also highlighted positive steps, such as the planting of trees throughout the grounds around the two facilities.

## Harlow Mill UK: Toward a Circular Economy

The long tradition that Pitney Bowes has of product recycling, remanufacturing and reuse aligns perfectly with European Union directives aimed at a circular economy. Our Harlow Mill facility takes equipment from clients across Europe at end of life for remanufacturing and parts salvage. In 2015 the facility remanufactured 21,454 units, thereby avoiding approximately 754 tonnes of waste. In addition, by recycling 128 tonnes of

electronic waste, the facility achieved a 95% recycling rate, well in excess of the 65% recycling target set by the EU's WEEE Directive.

The core values of sustainable manufacturing are evident throughout the remanufacturing process. Water used to clean ink contamination from parts is constantly reused until too dirty. The water is then sent for treatment, filtered three times, to remove ink particles, before being made available for use again. In keeping with these values, in 2015 the Harlow Mill remanufacturing operation was re-certified to ISO14001 as well as OHSAS 18001 certification through third-party verification.

## Carbon footprint/energy conservation

### Corporate policy and procedure

In 2007, we established our baseline carbon footprint following the World Resources Institute protocol and published the Pitney Bowes Corporate Technical Standard on Carbon Management. This document established the requirements for the creation of a carbon management programme to address climate change. At a high level, this document established energy consumption and conservation measures and public reporting of the Pitney Bowes carbon footprint. Based on third-party feedback through our validation process we continue to provide guidance for our lines of business, laying out enterprise-wide energy consumption data collection standards, outlining roles and responsibilities for each business, and establishing the tool to be used to collect and report the data to the corporation.

### Revised baseline

In 2014 we revised the baseline to account for the sale of Pitney Bowes Management Services. We publicly report our carbon footprint through the international Carbon Disclosure Project (CDP™) and participate in both the Investors and Supply Chain Surveys.

For the seventh year, our protocol for the collection and reporting of global carbon emissions has received third-party validation following an extensive review. Our verification includes a review of Scope 1 (direct fossil fuel emissions), Scope 2 (electricity consumption) and Scope 3 (carbon emissions due to business air travel).

## Carbon Disclosure and Performance

Our ongoing efforts in site consolidation and implementation of energy-efficient equipment and protocols continue to pay dividends in reducing both our energy costs and our overall carbon footprint. We achieved our 2017 energy reduction target (5 years, 15%) by the end of 2014, and set a new target of a further 8% carbon reduction over the next five years.

### A List and Climate Disclosure Leadership Index

In November 2015, our emissions reduction efforts were recognised by the international Carbon Disclosure Project (CDP). Our 2015 disclosure earned us a score of 99 and placement

on the CDP Climate Disclosure Leadership Index. In addition, our overall performance earned us a place on the CDP A List, which honours the top 5% of all companies disclosing carbon emissions in both the Investors and Supply Chain Surveys. [CAN USE CDP A LIST AND CDLI LOGOS HERE](#)

### Renewable energy

We are a founding member of the Green Power Market Development Group, an industry partnership with the US Environmental Protection Agency (EPA) to promote the development and purchase of alternative energy. Since 2003 we have purchased renewable energy credits (RECs) to support green power projects using technologies such as solar, wind and biomass. So far, our RECs have resulted in more than 54,096 metric tonnes of CO<sub>2</sub> emission reductions. In 2015, our purchases of Green-e® certified RECs helped reduce CO<sub>2</sub> by 19,876 metric tonnes, an offset of approximately X 42% of our global scope 2 emissions.

### Reducing energy consumption

We are committed to making all our operations greener and more efficient. Our cross-functional Energy Task Force has raised employee awareness about energy conservation and led to significant reductions in energy consumption. Up until the end of 2015 we reduced our electricity consumption by more than 28.4 million kilowatt hours from our 2007 baseline, saving \$3.97 million and reducing our carbon footprint by 13,885 metric tonnes of CO<sub>2</sub>. Energy-saving initiatives have included more efficient roof-top air conditioning units, on-demand-only conveyor system upgrades, increased efficiency air compressors and site consolidations.

In 2015, the company continued to focus on site consolidation as part of its strategic transformation initiative. Over the last five years, these efforts have enabled Pitney Bowes to reduce related energy consumption by more than 18 million kilowatt hours of electricity, resulting in a reduction of over 7400 metric tonnes of carbon emissions.

### Minimising Waste from Operations

Since 1996 Pitney Bowes has taken part in the United States Environmental Protection Agency's WasteWise Initiative, a voluntary programme to minimise the generation of wastes, increase recycling and promote the manufacture and purchase of products with recycled content. Over the years we have received nine awards from the EPA, including designation as Program Champion and Partner of the Year. In 2007, we were named to the WasteWise Hall of Fame for our leadership in recycling, and we work hard to sustain our position in the Hall of Fame. Only 15 other companies share this honour.

Our US waste reduction campaign resulted in the avoidance of more than 11,800 metric tonnes equivalent of CO<sub>2</sub> (MTCO<sub>2</sub>E) in 2015. Since 2004, we have avoided 223,000 MTCO<sub>2</sub>E, equivalent to the effect of removing more than 3700 cars from the road.

### Minimising electronic waste

Waste from electronic products (e-waste) poses a global threat to soil and water quality. According to United Nations estimates,

between 20 and 50 million tonnes of e-waste are generated worldwide each year. Within the US, e-waste now accounts for 80% of the country's toxic garbage and 70% of the heavy metals in landfills. To support the EPA's effort to combat the growth of e-waste, our policy is to recycle all electronics that are not remanufactured. Materials captured through recycling (plastics, steel, aluminium, copper, etc.) are then available for use in a variety of industries. Our selection of a recycling vendor was based in part on the firm's guarantee that all e-waste would be broken down for reuse and no e-waste would be sent overseas. We verify the firm's performance through audits and compliance checks as well as the tracking of waste quantities. In 2015, 2,553 tonnes of US electronics waste was recycled.

### Agile work

Our five-year-old agile work programme continues to drive down greenhouse gas emissions while enabling employees to reduce their commuting time and gain flexibility in determining where and how they work. In 2015, our US agile or mobile employees saved a total of 388,759 hours in travel time and 654,313 gallons of petrol, reducing greenhouse gas emissions by 8.6 million pounds. Since the programme began, it has enabled us to reduce these emissions by approximately 39 million pounds.

Last year we extended the programme to the UK. Preliminary first-year results include eliminating approximately 650,000 commuter miles and reducing carbon emissions by 128 metric tonnes of CO<sub>2</sub>.

## Environmental product compliance

We have rigorous processes and procedures to ensure that our products comply with environmental standards and requirements, and since 2014 we have integrated environmental product compliance into our Supplier Code of Conduct. New suppliers are screened for environmental compliance during the Request for Information or Request for Proposal (RFI/RFP) phase. In addition, we stipulate environmental compliance in contracts, supplier standards and specifications. Approved suppliers are required to provide data into our Product Compliance Database, and are trained in database use and regulatory requirements.

To manage and support these initiatives, we have two cross-functional teams: The Product Compliance Team (PCT) and the Environmental Committee (EC). The Product Compliance Team includes representatives from Procurement, Supply Chain, Quality, Engineering, Environmental Health and Safety (EHS), Finance, Global Product Line Management and other support groups. The Environmental Committee, which oversees the work of the PCT, is made up of managers holding senior positions in Procurement, Global Supply Chain, Engineering, EHS, Quality, Ethics and Business Practices, Legal, Finance, Business Continuity, Global Product Line Management, Enterprise Risk and Internal Audit. In addition to providing guidance, the Environmental Committee authorises the financial and human resources needed, enforces corrective

measures both within the company and with our supply chain, and reports potential issues to the Enterprise Risk Management team.

### Risk assessment

The PCT and EC are tasked with identifying risk associated with non-compliance with regulations, supplier non-response and product types. Risks are evaluated for frequency and severity by the PCT and formally documented as per our product compliance procedures.

We identify and prioritise risks in our supply chain by assessing supplier data. Suppliers considered higher risk are escalated to designated internal teams and management for further evaluation.

### Chemical product review team

We also have a team that reviews and approves new chemical products prior to sale, to ensure they meet the safety requirements for Pitney Bowes, have appropriate safety datasheets (SDS) and are properly tracked for regulatory reporting. Over the past three years, the team has been working to transition our SDS to align with the United Nations Globally Harmonised System of Classification and Labelling of Chemicals. The new 16-section SDS and labels will allow our customers and employees to better classify, communicate and understand chemical hazards. They will include easy-to-read pictograms (see examples below) to indicate the specific nature of the associated hazard. Our safety data sheets can be found at the following link: [pitneybowes.msds.com](http://pitneybowes.msds.com).

### Environmental compliance training

We believe that in order to ensure compliance throughout the company, employees must have awareness and a strong sense of ownership. To that end, we have enhanced our training programme to include online, automated, annual training in addition to in-person training events. This training allows us to reach larger audiences, train new employees in a timely manner, make it more convenient for employees to schedule, track completion rates and ensure attendance. Last year we trained more than 400 employees via the online module.

### Regulatory reporting and data management

We have processes and programmes in place to ensure accurate and consistent regulatory reporting. Regulatory report deadlines and requirement summaries are maintained in a Compliance Calendar. This system documents the assignment of responsible individuals, alerts stakeholders to approaching deadlines, stores reports with associated data and provides monthly email notification to management regarding upcoming deadlines, submittal status and completion dates.



View of concrete slab demolition



View of strategic excavation



View of restored aoc-8 area after remediation waste management



Expanded partnership with Veolia Environmental Services.

## Environmental case studies

### Remediation activities continue at a former Pitney Bowes facility in Stamford, CT

In 2015, we began extensive remediation activities at a 2.5-acre former Pitney Bowes property at 650 Atlantic Avenue in the south end of Stamford, Connecticut. The company had produced postage meters at the site from the mid-1950s to 1995, following a long and varied history of industrial use dating back to the late 1800s.

The cleanup began with a phased Remedial Action Plan Addendum prepared for the Connecticut Department of Energy and Environmental Protection (DEEP) as part of DEEP's Voluntary Remediation and Property Transfer Programs. The plan includes measures to address residual soil and groundwater impacts identified during the project's investigative phases. Recent work has included the removal of approximately 850 tonnes of concrete and 5,000 tonnes of impacted soil beneath the footprint of a former on-site building, followed by site restoration. The project utilised geotechnical and structural engineering approaches to ensure that allowable soil pressures were not exceeded on the remaining foundation walls of the former building and the adjacent street.

In 2015 we expanded our partnership with Veolia Environmental Services, a global provider of waste management services, to encompass all our US locations following a successful pilot project in 2014. This expansion will ensure consistent, cost-effective, environmentally friendly disposal services for both hazardous and non-hazardous waste streams. It also provides for a combination of internal and external auditing of existing actual waste disposal facilities by Veolia and Pitney Bowes.

### Ink/ink-wash waste

Our Presort business unit recently became "greener" with the completion of its transition to non-hazardous ink and ink-wash waste across all of its locations in California.



### Use of Pallet Wrapz™ expands

Presort Services' Mail Exchange also expanded its use of the Pallet Wrapz reusable shipping solution to include sites in Atlanta, Charlotte, Jacksonville, Indianapolis, Denver, Dallas and Iowa. These sites ship large volumes of freight pallets of client mail between the cooperating facilities every day. Used in place of traditional, disposable plastic stretch film, long-lasting Pallet Wrapz eliminate tons of plastic waste every year while providing a stronger, safer and more protective wrap. Expected savings over the next three years include more than \$250,000 in labor and materials as well as the elimination of more than 175,000 pounds a year of shrink-wrap waste.



Pallet Wrapz reusable shipping solution

### Pitney Bowes software's Henley HQ achieves zero waste to landfill

Pitney Bowes Software's UK headquarters in Henley on Thames comprises a series of buildings of varying age, including one that served as a hospital prior to World War I. Yet all have shared in the drive to greener operations. In 2015 the site received 61% of its energy from renewable sources (968,648 kWh) and achieved zero waste to landfill (21.8 tonnes of waste diverted from landfill).



UK headquarters in Henley on Thames

### A focus on environmentally friendly products

We have a strong focus on environmentally friendly products. A few examples include our Green Machine programme, Energy Star rated machinery and new DMT detachable monitor sourcing.



HP ProDisplay P222va 21.5-inch Monitor

	2010	2011	2012	2013	2014	2015
Direct and indirect emissions of carbon dioxide MTCE	120,263	111,836	112,732	96,433	95,697	103,980*
Direct emissions of CO2e/\$M revenue	8.52	8.14	9.54	7.53	7.67	7.96
Indirect emissions of CO2e/\$M revenue	13.65	13.05	13.44	17.39	17.36	21.09
GHG emissions per unit of floorspace (tons CO2/ft2)	0.02	0.02	0.02	0.013	0.014	0.019
Waste recycled/prevented—annual pounds (US only)	11,702,258	15,403,520	15,584,000	10,036,000	11,179,760	11,665,202
Waste recycled/prevented—annual MTCE avoided	16,635	23,562	20,334	13,094	13,095	11,842
Waste recycled/prevented—annual MTCE avoided/\$M revenue	3.1	4.46	4.15	3.38	3.42	3.31
Product recycling—cumulative pounds (US and Canada only)	26,705,481	31,212,668	36,939,645	43,036,317	48,304,194	53,709,016

\*The 2015 GHG emissions figure incorporates changes in the Scope 2 GHG Emissions Location-based Accounting methodology published by the World Resources Institute and as such, does not include the carbon dioxide equivalent offset associated with the purchase of renewable energy credits.

Through our Green Machine programme, we offer a variety of Factory Certified Mailstream Solutions. These remanufactured products make an excellent choice for clients looking to contribute to a safer, cleaner and greener environment at substantial savings.

We also offer an increasing array of ENERGY STAR® Qualified products that meet strict energy efficiency guidelines set by the US Environmental Protection Agency and the Department of Energy. In 2015 these offerings included Connect+1000, Connect+2000, Connect+3000, DM475, DM125 and DM225 systems. In 2016, we are adding the DM300 and DM400 to this lineup. In addition, most DMT display monitors are also ENERGY STAR® Qualified, Electronic Product Environmental Assessment Tool (EPEAT®) Gold4 rated and TCO certified (Information Technology sustainability certification). They have greater than 16% post-consumer recycled content (by weight) and meet the latest regulatory and environmental standards. We continue to look for opportunities to source these types of products and increase our catalogue offerings for environmentally friendly products.

## Environmental performance Safety

### Global policy

Pitney Bowes is committed to complying with applicable Environment, Health and Safety regulations for all operations globally. We aim to:

- Provide safe products and services.
- Reduce their impact on the environment.
- Conduct our operations in an environmentally responsible manner.
- Ensure that our employees can work without injury at our facilities or other locations.

Compliance with this policy is the responsibility of every employee.

- The Global Environment Health and Safety Department is responsible for establishing policies and monitoring implementation.
- Corporate, subsidiary and business unit heads are responsible for implementing corporate EHS programmes tailored to their business needs, within their operations.

### Safety

We are committed to maintaining a safe and environmentally sound workplace for our employees, contractors and guests. We do this under the guidance of our Global Environment, Health and Safety (EHS) policy and management system. Our EHS management system provides a governance process to ensure oversight and accountability for our performance, and our global EHS department supports this process with expertise in:

- Occupational safety
- Industrial hygiene
- Environmental systems
- Compliance with global regulations regarding our products and operations.

### EHS management system highlights

Our Environment, Health and Safety Management System covers the full range of EHS issues and concerns and provides comprehensive tools for resolving them. It includes:

- Risk assessment
- Robust reporting and incident investigation
- Inspections and audits
- Management of change
- Communication
- Training

In 2015, we upgraded our online EHS Management System training programme to provide additional instruction on change management, communication, education and training and annual EHS Management assessment and planning. By year end, 950 senior managers and supervisors had successfully completed the full curriculum.

### Compliance reviews

Under our EHS Management System, we regularly conduct thorough reviews of our operations, our waste management and recycling partners and our supply base. In 2015, we completed reviews of 16 domestic and seven international Pitney Bowes locations, four waste management sites and two supply sites.

### Training

In 2015, we further centralised our online learning management system, expanding the range of safety and environmental topics available to employees globally. We provide courses in person, through daily huddle or toolbox meetings and online. Our system encompasses more than 90 courses available 24/7 in 10 languages. Last year employees completed more than 3400 EHS-related courses.

### Performance

In 2015, our global rate of recordable injuries rose 11%, the first increase in six years. We immediately began efforts to reverse this trend, including:

- Renewed emphasis on training of site-level ergonomic teams, with a pilot Ergonomics 101 programme reaching 11 locations by the end of Q1 2016, with more to follow.
- Increased emphasis on annual Management Systems assessments and planning.
- Incorporation of EHS Management Systems into monthly Total Quality Management audits.

### Occupational fatality

Pitney Bowes suffered the loss of a Customer Care Associate who lost his life in a traffic accident while returning home from a client site.



Special lithium batteries with built-in memory



Reusing original packaging to separate the battery terminals, while storing them in mineral oil.



Reusing trays and envelopes to store waste batteries

## Safety case studies

Safety Performance	2010	2011	2012	2013	2014	2015
Total recordable cases/100 employees/year	1.82	1.80	1.68	1.38	1.29	1.45
Days away and restricted cases/100 employees/year	1.64	1.56	1.35	1.18	1.11	1.19
Lost workday cases/100 employees/year	0.76	0.79	0.52	0.36	0.26	0.36
Ergonomics injury cases/100 employees/year (US only)	1.91	2.00	1.38	1.64	1.88	1.93
Work related fatalities/year	0	0	0	0	0	1

Global data unless stated.

### Safer Processing of Lithium Battery “i-buttons”

Special lithium batteries with built-in memory (known as “i-buttons”) sit at the heart of thousands of Pitney Bowes postage meters. When meters come in for remanufacturing, the memory in these batteries must be destroyed before disposal to prevent unauthorised data use. In the past, we did this by manually puncturing each unit with a punch press once any postal funds were electronically removed. But lithium requires careful handling, and new DOT lithium battery delivery regulations created an opportunity to re-examine our approach and develop safer alternatives for destruction, storage and disposal of the waste batteries.

The old approach involved storing the batteries in mineral oil to keep them segregated after puncturing, but the new regulations required physically separating the battery terminals. To do this, our team in Whitestown, IN, USA came up with the idea of reusing the original packaging which would otherwise be discarded. Their solution (helped by collaboration with EHS and our waste vendor) not only meets the new regulatory requirements, but is safer and more efficient at every stage, while reducing disposal costs by as much as 20%.

### Safer Transport for Heavy Production Mail Components

The Pitney Bowes Vantage Flexline stacker plays a key role in high-volume production mail installations. But at 850 pounds with a high centre of gravity, its size can present challenges during transport and installation, as our client service representatives (CSRs) quickly discovered, following the first few installations of the newly designed version in late 2014. The initial approach involved moving the stacker with multiple pallet jacks, setting the unit in place, lowering the support legs, then gradually removing sections of the pallet. Any missteps in this process, and the unit had the potential to lose its centre of gravity and tip over.

A cross-functional team analysed available options and determined that simply adding casters to the pallet design could substantially eliminate the identified risks. This decision also eliminated the need for our CSRs to rely on equipment located at the client site at this important time. A win all around for our people, our clients and the stackers.

### Ergonomic Workshops

We offer half-day workshops to help employees learn how to see their work area through “ergonomic eyes”. These workshops provide a basic understanding of ergonomic principles as well as tools to help students identify ergonomic risks, assess the impact of poor ergonomic design and take effective measures to improve the situation. Students spend time observing work assignments, then apply lessons learned to develop corrective action plans for their location by the end of the workshop.



New pallet configuration improves efficiency and safety for PB Global Client Service group, shown here at New Zealand Post



Students from Indianapolis, IN Site



Students from Kent, WA Site

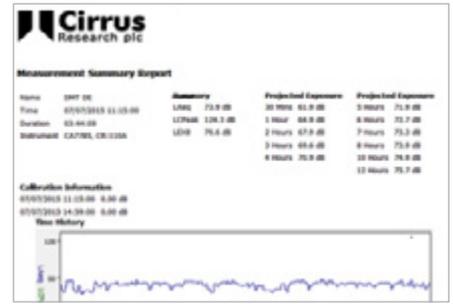
## Promoting safety inside clients' operations

Pitney Bowes employees are often embedded within client organisations for on-site operations. In these situations, it's important to clarify health and safety responsibilities on both sides to ensure everyone's well-being. To this end, in 2015 our European DMT managers teamed up with Global EHS to conduct a coordinated education campaign that included visits to nearly all the affected sites throughout the region.

Interaction with clients was key to the programme's success — witness the issue of noise abatement. With most of our embedded employees located inside client production sites, noise levels from client machinery sometimes pose greater risks to our employees than client safety teams are aware of. To overcome this issue, we conducted our own site surveys, then shared the results with client managers. We also developed customised site-level EHS Handbooks to help our technicians understand where client and Pitney Bowes requirements intersect.



Employee EHS Handbook



# Our people

At Pitney Bowes, we value our employees. Our success depends on their commitment to our clients and our company. We are committed to helping our employees develop. We are proud to embrace a culture of diverse backgrounds and experiences. We strive to provide a safe workplace and actively help our employees to pursue healthy lifestyles.

## Diversity and inclusion

Diversity and inclusion are embedded in our culture and critical to our success. Our diversity helps us to:

- Understand markets
- Connect with clients
- Develop innovative solutions
- Attract and retain outstanding talent

We embrace diversity in every area of our business and at every level of our organisation. We take an inclusive, global view of diversity which encompasses the full range of differences that distinguish us as individuals, from race and gender to language, culture, experience, skills and perspectives.

[Learn more.](#)

## Engagement

We believe strongly in a culture of innovation, learning and engagement. Our employees' commitment, passion and energy drive innovation and client value. That, in turn, drives our growth and financial success. We seek to engage employees through challenging work assignments, career development opportunities and programmes that promote personal and professional growth.

[Learn more.](#)

## Health and wellness

Employees who take action to manage their health are happier and more productive. We encourage employees to do this through a health-focused culture that supports and promotes

healthy actions whether employees work on-site, mobile or at home. We offer affordable access to care, and we provide a range of engaging, informative programmes to make it easy for employees and their families to lead healthier lifestyles.

[Learn more.](#)

## Diversity and inclusion

### Doing The Right Thing The Right Way: Using diversity & inclusion to be the best, do the best for our clients and win in our markets

Throughout our history, Pitney Bowes has been committed to diversity and inclusion and the business value it provides in understanding our markets, serving our clients, attracting and retaining the best employees and fuelling our innovation. Our inclusive beliefs and practices started as early as the 1940s, when our then CEO Walter Wheeler took several actions, including directing the head of personnel to make sure that our workforce mirrored the demographics of the neighbourhood in which our operations were located. This started a tradition of executive engagement in diversity and inclusion that has been one of the defining characteristics of our CEOs and our culture ever since.

In the 1980s, then CEO George B. Harvey focused on recruiting more women and minorities, and then in the early 2000s, CEO Mike Critelli was National Chairman of the National Urban League working for economic equity for all communities.

Today, CEO Marc L. Lautenbach continues to build on this tradition. He is shaping a culture focused on "doing the right thing, the right way", leveraging the talents of all our employees to reach our common goals and successfully translating our strategy into action. At Pitney Bowes, we embrace the rich mix of countries, cultures, ages, races, genders and perspectives that make us who we are. We believe diversity is the right thing for our business. We seek to sustain a culture of inclusion that encourages each individual to develop to their fullest so we can deliver our collective best to our clients worldwide and win in our markets.

Race/Ethnicity

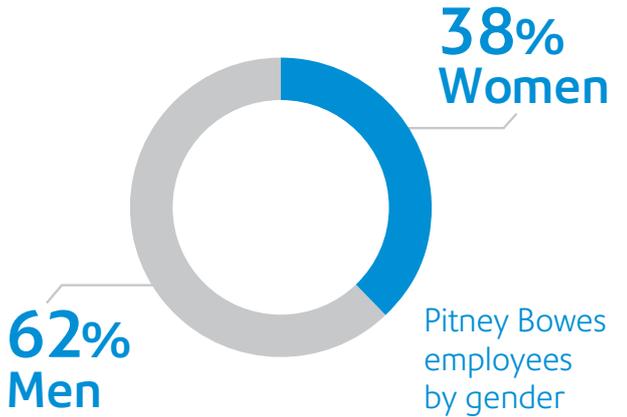
38% BAME\*



Ethnic breakdown of PB employees in the United States

\*Includes Black or African American, Asian, American Indian/Alaskan, Latino, Native Hawaiian and Unknown-US only data.

Gender



Geography

We do business in 100 countries

Speak 37 languages

37% are Agile



Tenure

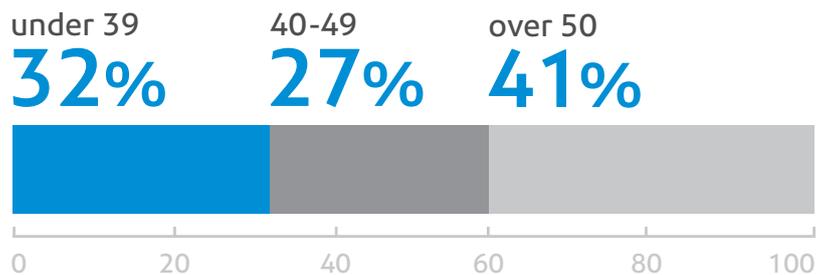


Average tenure: 9 years

Average length of time employees stay at Pitney Bowes

Generations

Average age: 44 years



## Awards & Recognition

We are proud of our best practices in diversity & inclusion and are pleased to note a few of our recent external acknowledgements.

**National Corporation of the Year** (GNEMSDC)  
2016

**Brava Awards** (YWCA of Greenwich, CT)

- 2016: Sheryl Battles, VP, Communications and Diversity Strategy
- 2015: Abby F. Kohnstamm
- 2014: Rose M. Velez-Smith
- 2013: Kathleen Ryan Mufson

**India's Best Companies to Work For**  
(Great Places to Work Institute)  
2010-2015

**America's Top Corporations for Women's Business Enterprise**  
(Women's Business Enterprise National Council—WBENC)  
2011-2015

**Creating Opportunity Award**  
(Opportunities for Ohioans with Disabilities—OOD)  
2015

**Winning "W" Company** (2020 Women on Boards)  
2011-2015

**Global HR Excellence Award & Exemplary Leader Award**  
(World HRD Congress) Manish Chaudhary, VP and MD,  
Pitney Bowes Software India  
2015

**India's Top 5 Technology Companies to Work for**  
(Great Places to Work Institute)  
2015

**Advocate of Year, Business Pioneer Award**  
(CT Gay, Lesbian, Transgender Chamber of Commerce)  
2015

**Best Companies in Supporting Women to Remain at Work**  
(Great Places to Work Institute)  
2015

**Best Companies for Unique Initiative—Project Dhaarna**  
(Great Places to Work Institute)  
2015

**Corporate 101** (Minority Business News USA magazine)  
2015

**Corporate Partner of Distinction**  
(Women Presidents' Educational Organization—WPEO)  
2010-2015

**Top 25 Military Friendly® Supplier Diversity Programs**  
(NaVOBA)  
2015

**Exemplary Employer**  
(State of Wisconsin Department of Workforce  
Development—DWD)  
2014

**Large Employer of the Year**  
(Minnesota State Council on Disability)  
2013

## Engaging Talent

### University Intern Program

Each summer we select undergraduate and graduate students from universities all over the world to participate in real-world projects through our University Internship Programme. For the interns, the programme offers a unique learning and networking opportunity that can lead to full-time employment upon graduation. For Pitney Bowes, it provides a diverse pipeline to a future workforce of exceptional talent. The interns work in a variety of locations across the US and United Kingdom.

### INROADS internships

A key partner in our effort to identify and develop outstanding undergraduate interns is INROADS Inc., whose mission is to find talented, underserved young people and prepare them for corporate and community leadership. During our more than 30 year partnership with INROADS, many of our interns have gone on to become valued Pitney Bowes employees across a range of disciplines. Our continuing partnership has earned us repeated honours from INROADS, most recently with a pair of awards from its New England region:

- 2014 Coordinator of the Year Award—Gina Taylor
- 2015 Conversion award based on the number of interns hired as full-time employees

### PB Code Inspire

Pitney Bowes India hosted a six-hour programming hackathon for women called 'PB Code Inspire'. The purpose was to engage their technical skills and encourage them to pursue careers in technology.

The programme attracted more than 2000 participants, thanks to our outreach to women at over 150 engineering colleges across India. Participants were tested on their algorithm programming skills. Prizes included a chance to intern at Pitney Bowes.

## Empowerment

### Project Dhaarna

Project Dhaarna is a Pitney Bowes India/Catalyst India initiative to foster a diverse and inclusive culture with emphasis on four pillars:

- i. Gender sensitisation – sensitising workforce and removing explicit and implicit biases
- ii. Engaging men in gender conversation – role of men as managers, peers and subordinates in building a diverse culture
- iii. Ecosystem connect – partnering with local universities to strengthen the talent pool
- iv. Women leaders – focused development planning

### We-Glow

Pitney Bowes India launched “We-Glow” – Women Empowerment – Growth through Learning, Outreach & Work – for future women leaders in Pitney Bowes India.

We-GLOW is a 12 month learning journey designed to build capabilities learning through external NGO partnerships, connecting with universities or a real-time business impact project mentored by male colleagues.

### Inclusive Leadership

The diversity of the European market makes the need for understanding cultural nuances in the markets we serve even more important. In 2015 the council helped the European leadership team take advantage of the business value that diversity brings by:

- Participating in an Inclusive Leadership benchmarking survey
- Developing action plans to work across cultures and with diverse teams to more effectively respond to our clients.

### Pitney Bowes Globalization Fair

Cultural intelligence and fluency are essential to successfully navigate the complex world of global commerce. Pitney Bowes embraces a worldwide perspective that takes into account the diversity of the people, cultures, behaviours, languages and context across the geographies in which we operate. In March 2016, Pitney Bowes employees gathered on-site in Danbury and via webinar to:

- Learn about the importance of cultural relevance in thinking and doing business globally
- Understand how the diversity of our global client base impacts the solutions we offer
- Discover how the diversity of our global client base impacts the solutions we offer

## Pitney Bowes Young Professionals

Pitney Bowes Young Professionals are millennial-aged employees who gather on a regular basis for learning, development and networking. The network also enriches the greater Pitney Bowes community by providing a forum for millennials’ perspectives on company initiatives. Areas of focus include the client experience, teaming and engagement, recruitment, development and retention.

### Presort Vocational Outreach

Working with the National Employment Team of the Council of State Administrators of Vocational Rehabilitation, Pitney Bowes Presort Services has expanded its vocational outreach to individuals with disabilities. Launched in 2011 with job skills training at a single facility in Minneapolis, MN, the programme now includes hiring and training programmes at many Presort Services operating centres throughout the United States.

The Pitney Bowes postal sorting facility in Jacksonville, FL, partners with Independent Living Resource Center, a non-profit organisation that provides interpreters to help hearing-impaired candidates during initial job training.

### Minnesota State Rehabilitation Council Annual Report 2015

In its postal sorting facility in Fridley, MN, Pitney Bowes offers a four-week skills training and evaluation programme in an innovative approach to recruiting and hiring people with disabilities. The paid trial evaluation examines a potential employee’s attendance, attitude, attention to quality and detail. Over the past four years, 78 people with disabilities have completed the training in MN, of whom 40% were hired by Pitney Bowes. The programme’s achievement led to its inclusion in the Minnesota State Rehabilitation Council’s 2015 annual report and other companies looking to replicate our successful model.

Supplier Diversity - Our commitment to diversity extends throughout our supply chain. For information on supplier diversity programmes, please see the Clients and Suppliers section of this report.

## Engagement

We believe strongly in a high-performing, client-oriented culture of innovation, learning and engagement. Our employees’ commitment, passion and energy drive innovation, collaboration and client value, which drive our growth and financial success.

Highly engaged employees are crucial to our company’s success. Engaged employees have a strong focus on clients, radiate optimism and regularly achieve or exceed their objectives. They also have lower absenteeism, suffer fewer injuries and are less likely to change employers than others. Pitney Bowes seeks to engage, enable and energise employees through challenging work assignments, training and career development opportunities that promote personal and professional growth. We solicit feedback, encourage dialogue and measure engagement through formal and informal mechanisms.

One of our most important measuring tools is our annual multi-language, global employee survey. The survey explores sustainable engagement drivers such as client focus, diversity, growth and development, innovation, manager effectiveness, teamwork and communication.

In 2015, we received survey responses from 90% of our employees, our highest level of participation ever.

We also use other channels to promote dialogue and employee engagement. One of the most popular is our online forum and social network, Yammer. Launched in 2009, Yammer has grown into an important tool for global collaboration. Yammer empowers employees to collaborate more productively, make smarter decisions faster, reduce cycle times and improve relationships with clients and partners. To date, employees have posted more than 127,815 Yammer messages.

### Development

We focus on hiring talented people, nurturing their growth and providing opportunities for them to make a real impact for themselves and for Pitney Bowes. We see employee development as a partnership between individual employees and their managers, aided by strong support from our Human Resources organisation.

Over the last two years we have developed and implemented a comprehensive offering of core leadership training programmes in keeping with our strategic transformation as a global company. The elements include:

**Leadership Essentials for Managers.** This core leadership programme was launched in May 2014 for leaders who are newly hired or newly promoted to frontline manager positions. The programme is also open to frontline managers who have not completed a leadership development programme since acquiring their position. In addition to being offered as a standalone programme, Leadership Essentials for Managers will serve as a prerequisite to role-specific leadership programmes for client-facing groups such as Sales, Client Operations and Global Service. This programme is offered on an ongoing basis as the company's cornerstone programme for frontline managers.

**Leading in a Global Environment.** This director-level leadership programme debuted in March 2015 and is targeted for leaders who want to improve their skills in strategy formulation and execution, working across cultural, geographic and business units and developing shared agendas to support what is in the best interests of our clients and their business. We expect all Directors to complete the programme by the end of 2017.

**Leading a High Performance Organisation.** This Vice President-level programme launched in September 2015 focuses on strategy, culture, ethics and leading transformational change throughout the organisation. These leaders are expected to complete the programme by the end of the third quarter of 2017.

### Talent Acquisition

We have also upgraded our global talent acquisition system not only to draw the best possible candidates, but also to make their experience of Pitney Bowes reflect the company's strategic priorities and strong culture at every step of the recruiting and onboarding process. In 2014, we began formally tracking the quality of the candidate experience we provide against common industry criteria, and in 2015 our efforts placed us in the top quartile among Fortune 1000 companies.

Another important advance in 2015 was our launch of a new, responsive and visually striking career website that reinforces our brand positioning and provides a compelling expression of our employee value proposition along with a colourful, dynamic picture of what it's like to work at Pitney Bowes.

### Health and wellness

All across the world, we provide programmes and resources to support and motivate our employees and family members to be healthy and energised. We make it easy for employees to take charge of their well-being through:

- Free nutrition programmes
- Fitness programmes
- Stress management programmes
- Back health and ergonomic programmes
- Free preventive care screenings and more.

We offer affordable access to health care and provide information and resources to help employees make good health choices. Our medical plans provide specialised resources and services such as maternity management and a nurse hotline. We partner with outside vendors to offer benefits such as free financial counselling, and work and life resources for employees and their family members.

Our global wellness programmes attract thousands of employees around the world. In 2015, our ninth annual one-day walking event, "Pitney Bowes Employees Are One in a Million Day", drew more than 4,000 participants from 15 countries to 79 group walk locations, where they walked a total of over 38 million steps. The event, held every May, kicks off our Global Employee Health and Fitness month. It also starts our eight-week walking programme, "Get Moving around the World", in which teams of 10 compete against one another with a goal of 10,000 steps a day, for prizes including popular fitness trackers. This year's teams reached a total of over 150 million steps.

Our wellness programmes provide a range of options to help employees and families sustain healthy lifestyles. Our programmes have repeatedly earned national recognition for excellence. For the last ten years, the National Business Group on Health® has honoured Pitney Bowes with its Best Employer for Healthy Lifestyles Award®. And for the last three years, we have also been recognised as a Healthy Workplace Employer by the Business Council of Fairfield County, Connecticut.

In a recent survey, 89% of employees said the wellness programmes of Pitney Bowes have made a positive impact on their life, and 97% agreed that the programmes help make Pitney Bowes a great place to work.

### Improving access to care

Our five on-site medical clinics in the US provide free access to roughly 20 percent of our employees. In 2015, our clinics recorded 37,366 total patient visits/encounters, up from 33,000 in 2014. More than 2,500 employees took advantage of clinic health screenings for skin and breast cancer, vision, hearing, blood pressure and biometric screenings. Other clinic offerings include workshops on topics such as sleep disorders, smoking cessation, back health, parenting, elder care and CPR certification. In addition, our clinicians are frequent guest speakers at national conferences on subjects such as “The Culture of Health at Pitney Bowes”, “Integrating Telemedicine with Clinics” and “Health Concerns for Agile Workers”.

Last year our US clinicians also reached out in other ways, including on-site medical support at the Annual Sales Conference, offering flu shots to employees right in their own departments, updating the company’s Pandemic Preparedness Plan and expanding our Travel Medicine Programme. In 2015 CDC alerts were added to Pitney Bowes travel itineraries. We also supported the company’s IMPACT 2017 team with stress reduction seminars, travel medicine assistance, vaccinations and a variety of destressing activities. Participation in biometric screenings rose to 11,155, up 26% from two years earlier, with counselling provided to employees with abnormal screenings at no cost.

Beyond the reach of the clinics themselves, 14% of US employees and family members are enrolled in Amwell, our telehealth service. This programme provides virtual access to a network of doctors and providers, including the Pitney Bowes medical staff. In addition to direct one-on-one consultation at home, the programme also includes a mobile app for use while travelling.

### We’ve got your back.

Back discomfort and injuries affect 80% of adults. Our We’ve Got Your Back programme helps prevent these issues by making healthy practices fun for employees and family members. Using a game format, the programme focuses on improving everyday ergonomics, performing stretching and strengthening exercises, adopting prevention strategies and learning best practices for dealing with injuries. Launched in 2014, the programme now has an enrolment of nearly 500.

### Making good health simple

We offer a wide range of programmes and services to help employees and family members live healthier lives. Our wellness and benefits website, [PBprojectliving.com](http://PBprojectliving.com), offers a wealth of programmes, including guidance on matters ranging from health and wellness to financial planning, including the best strategies for taking advantage of company benefits. More than 1,000 employees have participated in our eight-week Get Moving Around the World challenge, with an average weight loss of eight pounds (one Body Mass Index point) and more than half of the participants exceeding US physical activity goals of 150 minutes a week. More than 3,000 have taken part in our Change One weight loss programme, with 73% of return participants maintaining at least a 10-pound weight loss.

### Work and life resources

Where feasible, we encourage flexible working arrangements to help employees manage the demands of work and home. For several years, our Agile Work programme has enabled employees to reduce the time and expense of commuting while working efficiently from multiple locations. In addition, our SitterCity® and Culture Au Pair benefits help US employees locate caregivers, whether for a child, ageing adult, pet or house. We also provide tools to help employees develop flexible working proposals. In addition to telecommuting, flexible options may include compressed work weeks, part-time assignments and variable work schedules. For US employees, Your Life Resources (a work and life assistance programme available through Value Options®) offers information and services on counselling, summer camps, child and adult daycare and much more.

### Building resilience

It’s well known that stress can cause or aggravate numerous health conditions ranging from heartburn and muscle aches to obesity and diabetes. To help reduce these effects, we offer free, confidential telephone counselling and stress management sessions to employees and family members. In addition to weekly Dial Ohm call-in sessions, a library of pre-recorded guided meditations provides a brief, guilt-free opportunity to relax, refresh and recharge anywhere, any time. In 2014, we launched a resiliency workshop series offered live or by recording, depending on location.

Serving clients is our highest priority. By putting clients first, we benefit all our stakeholders. From product design, manufacturing, marketing, sales and support to the ways we manage our supply chain and other external relationships, this principle of service is always applied.

# Clients and suppliers

Serving clients is our highest priority. By putting clients first, we benefit all our stakeholders. From product design, manufacturing, marketing, sales and support to the ways we manage our supply chain and other external relationships, this principle of service is always applied.

## Working with clients

We are in business to help our clients succeed. With that said, client satisfaction is fundamental to our success. We work continually to:

- Improve our products and processes.
- Simplify our clients' experience.
- Strengthen our dialogue.
- Align our resources, standards and performance metrics on a global basis.

Learn more.

## Working with suppliers

We are committed to the highest standards of product quality and business integrity in our dealings with suppliers, including:

- Ensuring that working conditions in our supply chain are safe.
- Workers are treated with respect and dignity.
- Manufacturing processes are environmentally and socially responsible.

Learn more.

## Supplier diversity

We believe that a diverse supplier base strengthens our business and creates competitive advantage. We seek to build relationships with diverse businesses that share our innovative, client-focused approach. Through our programmes and policies, we create opportunities for diverse suppliers to compete for our business.

Learn more.

## Conflict minerals reporting

Our Form SD and Conflict Minerals Report disclose the supply chain due diligence we undertook in 2015. It determines whether any minerals used in our products originated in the DRC.

Learn more (PDF download)

## CA transparency in supply chains act statement

In compliance with the state of California's Transparency in Supply Chain Act, Pitney Bowes has disclosed what we require of our suppliers in our efforts to eliminate forced labour and human trafficking in the world's supply chain. Among other things, our direct suppliers acknowledge and agree to abide by our standards set forth in the Supplier Code of Conduct and contractually agree to give us access to information that would allow us to verify that they are not engaged in trafficking and to extend the Code to all of their extended sources of supply.

See the full statement here.

## Working with suppliers

### Supplier Code of Conduct

Pitney Bowes is committed to the highest standards of product quality and business integrity in its dealings with Suppliers and ensuring that working conditions in our supply chain are safe, that workers are treated with respect and dignity, and that manufacturing processes are environmentally and socially responsible.

To ensure our relationships with Suppliers meet and support these expectations, Pitney Bowes has a Supplier Code of Conduct. We expect our suppliers to apply these to their extended sources of supply engaged in the production of goods and services for Pitney Bowes. Failure on the supplier's part to comply with the standards and provisions set forth in our Code may impact business relationships with Pitney Bowes.

In 2015, we added an Environmental Product Compliance Section in order to ensure suppliers are aware of the requirements of Pitney Bowes. This section stipulates that Pitney Bowes Inc. Suppliers meet Environmental Compliance regulatory requirements such as: REACH, RoHS and WEEE, and Conflict Minerals, etc. Some specific requirements listed include:

- Supplier will certify that the products it supplies to Pitney Bowes Inc. are manufactured in accordance with applicable laws, regulations and requirements. This includes surveys, data requests, etc.
- Shall be responsible for all registration and other REACH requirements for chemical products
- Warrant that any materials returned by Pitney Bowes Inc. will be disposed of, recycled, recovered or reclaimed and not landfilled
- Investigate and provide origin information for 3TG metals
- Shall allow Pitney Bowes to audit a facility or review requested files associated with Pitney Bowes business
- Conflict Minerals

Section 1502 of the Dodd–Frank Act requires all issuers that file reports with the Securities and Exchange Commission under Sections 13(a) or 15(d) of the Exchange Act of 1934 to make certain filings and/or disclosures as to whether any tin, tantalum, tungsten or gold (“conflict minerals”) “necessary to the functionality or production” of the issuer’s products originate from the Democratic Republic of the Congo (DRC) or adjoining countries. Form SD and Conflict Minerals Report for Pitney Bowes, in which we disclose the supply chain due diligence we undertook in 2015 to try to determine whether any conflict minerals used in our products originated in the DRC, can be downloaded here.

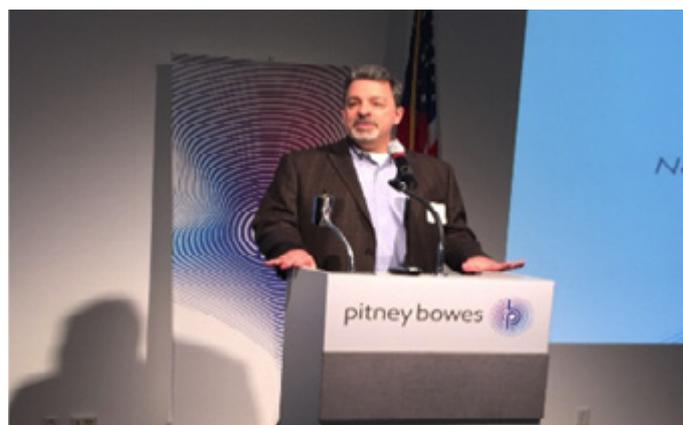
### Transparency in our supply chain

In compliance with the state of California’s Transparency in Supply Chain Act, Pitney Bowes has disclosed what we require of our suppliers in our efforts to eliminate forced labour and human trafficking in the world’s supply chain. Among other things, our direct suppliers acknowledge and agree to abide by our standards set forth in the Supplier Code of Conduct. They also contractually agree to give us access to information that would allow us to verify that they are not engaged in trafficking and to extend the Code to all of their extended sources of supply.

## A better client experience

In 2014 we launched a comprehensive programme to integrate all of our company’s back office systems and processes into a single, standard solution to create a consistent, compelling client experience around the world. The project had two broad goals: Maximise the delivery of value, and optimise clients’ experience of Pitney Bowes.

To make this happen, we created a new enterprise resource planning (ERP) system spanning the full range of client-facing functions, from initial sales order through fulfilment, delivery,



John Toto, President of ISM-CT, Inc.



A crowd of 100 attended the workshop at Pitney Bowes’ facility in Shelton, CT

invoicing, payment, support and service. A phased deployment began in the latter part of 2015. As of spring 2016, the system is fully operational in our North American markets. We expect to bring it to all our remaining markets by 2017.

Our ERP solution is built on five core platforms designed to deliver enhanced experiences across the entire cycle of a client’s relationship with Pitney Bowes:

- More efficient order entry and order management enable clients to receive goods and services faster and more reliably.
- Online account management capabilities and a redesigned website enable fast, easy self-service to view and pay bills, check status on service requests and access a new, robust knowledge management database.
- The same case management system serves as the platform for all client-facing employees, ensuring consistent, up-to-date information and better cross-functional communications across all touchpoints.

From initial order through a lifetime of support and service, the new system promises to give clients a consistent, satisfying experience with Pitney Bowes in keeping with our brand and business strategy.

## Global supplier diversity

Pitney Bowes is committed to the growth of business with diverse suppliers. We believe diverse businesses enhance our global supply base, as they provide innovative strategies and solutions while meeting or exceeding expectations in the areas of cost, quality and delivery. We work diligently to ensure that the following diverse groups have the opportunity to compete for our business.

- Minorities
- Women
- Veterans, service-disabled veterans
- HUBZone
- Native American
- Lesbian, Gay, Bisexual and Transsexual (LGBT)
- Economically Small Disadvantaged Businesses (SDB)
- Small Businesses

We continue to develop new strategies to help diverse businesses grow and participate in our own growth globally.

**New areas of opportunity:** We identify potential diverse suppliers in areas ranging from logistics and distribution, marketing, mechanicals, facilities and staffing, to finance, travel, benefits and legal work. We use business fairs and matchmaking opportunities to vet suppliers and build a continuous pipeline. The Global Supplier Diversity team meet regularly with sourcing teams to address gaps and develop plans. We are committed to earning recognition as a global supplier diversity leader in our industry, and have repeatedly been recognised in the United States for our supplier diversity practices and performance.

**Communication:** We work across the global procurement enterprise and supply chain to ensure commitment to supplier diversity throughout the company. We hold annual training for procurement professionals.

**Supplier development:** We work with existing diverse suppliers to help them qualify for expanded relationships through product or process improvements. We also mentor potential suppliers.

**Sourcing:** We integrate supplier diversity into our global sourcing process with an ongoing partnership between Global Supplier Diversity and procurement. Our sourcing processes include requirements for the inclusion of diverse businesses.

**Metrics:** Each year we establish a Small Business Administration commercial subcontracting plan. We set goals for year-over-year growth in diverse spend and use a supplier diversity dashboard to track performance by each diverse category.

### CT-Supplier-Connection Small and Diverse Suppliers Workshop:

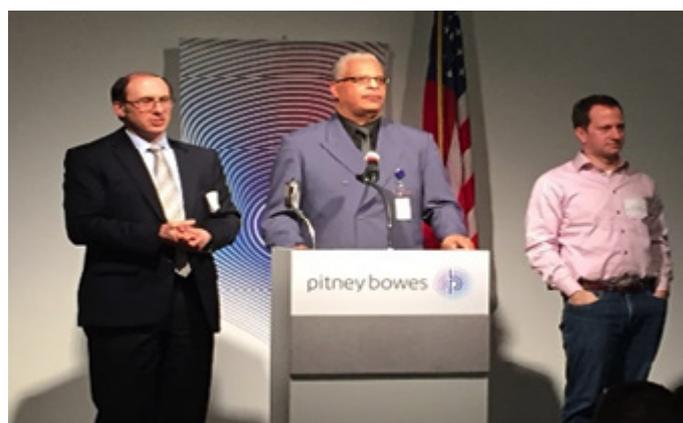
“Is your Company Ready to Win a Contract with a Large Buyer?”



Gillann Blunski, Sr. Commodity Specialist, Procurement (center) accepted the Women's Business Enterprise National Council's Top Corporation award for Pitney Bowes from Theresa Harrison, WBENC Board Chair, Diversity & Inclusiveness Procurement Leader, E&Y and Pamela Prince-Eason, WBENC President & CEO



Mel Ohl acceptance speech on behalf of Pitney Bowes for the National Corporation of the Year for 2016



Gary Breitbart, Head of CT-Supplier-Connection, The Business Council of Fairfield County [shouldn't this be BCFC? But we really don't need to use the abbreviation anyway], Jay Sheldon Wesley, Head of Global Supplier Diversity, Pitney Bowes and Timothy Coates, IBM Program Director during the question and answer period

Pitney Bowes partnered with IBM, ISM-CT, Inc. and The Business Council of Fairfield County to present a new workshop to help diverse businesses win contracts and bid on new business opportunities with large firms ranging from Pitney Bowes and IBM to AT&T, DuPont, Pfizer and many others.

## Reporting

We report diverse supplier spend on a monthly basis to Management, and assess against internal goals as well as the Small Business Administration subcontracting plan. We also report supplier diversity spend to select commercial clients on a quarterly basis. And we require majority suppliers with whom we spend more than \$500,000 per year to report their supplier diversity spend on a quarterly basis.

## Supplier qualification and certification

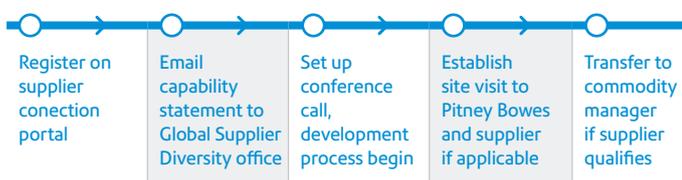
We require all suppliers to meet high standards of product and service quality, as well as specific objectives related to cost, quality and delivery. To be considered for business with Pitney Bowes, diverse businesses are required to register their business on the supplier diversity portal at [supplier-connection.net](http://supplier-connection.net). Diverse businesses are strongly encouraged to seek certification from one of the following agencies:

- National Minority Supplier Development Council
- Women's Business Enterprise National Council
- Small Business Administration
- Association for Service Disabled Veterans
- National Gay and Lesbian Chamber of Commerce
- Minority Supplier Development-UK
- We-Connect International

We also accept certification by federal, state and local governments in the United States.

## Outreach organisations

We provide opportunities for small/diverse suppliers to connect with sourcing professionals and internal stakeholders:



We are an active leader and member of several major organisations dedicated to the advancement of diverse supplier development:

- The National Minority Supplier Development Council—Minority
- The Women's Business Enterprise National Council—Women
- The National Veteran Owned Business Association—Veterans
- The National Gay & Lesbian Chamber & Commerce—LGBT
- The Minority Supplier Development – United Kingdom—Minority
- The Connecticut Veterans Chamber of Commerce

## Leadership

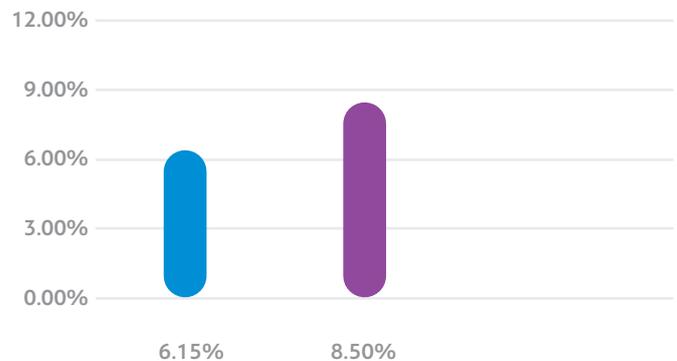
Our engagement with diversity business development organisations includes active leadership and participation on key committees. Our Global Supplier Diversity Manager serves on the board of directors of the Greater New England Minority Supplier Development Council as well as on the Advisory Board of the National Veterans Owned Business Association. A senior procurement executive seat on the Board of Directors of the Woman's Business Enterprise National Council is the Council's immediate Past Chair.

## Performance 2016

### Global supplier diversity

In 2015, we achieved 38.3% increase in spend with diverse suppliers over 2014. Contract awards to diverse businesses included staffing, facilities services, information technology and logistics.

### Pitney Bowes supplier diversity spend



### Recognition and awards

We have received numerous awards and recognition for our global supplier diversity programme. [Click here to view some of our other supplier diversity awards.](#)

## Pitney Bowes awarded the 2016 National Corporation of the Year

The Greater New England Minority Supplier Development Council (GNEMSDC) awarded Pitney Bowes the following awards at their 41st Annual Awards Gala for Outstanding Work in Advocacy for Minority Communities. GNEMSDC's mission is to advance business opportunities for certified minority business enterprises and connect them to corporate members. During its award ceremony, the Council recognises companies and individuals that advocate, connect and support these minority businesses.

Pitney Bowes was named National Corporation of the Year for 2016. The award was accepted by Mel Ohi, Global Head of Procurement.

Jay Sheldon Wesley, Head of Global Supplier Diversity, was awarded the 2016 Advocate of the Year award for his tireless outreach in supporting minority business growth, job creation as well as his leadership through the Supplier Connection.



Jay Sheldon Wesley, Head of Global Supplier Diversity, was awarded the 2016 Advocate of the Year award by The Greater New England Minority Supplier Development Council for his tireless outreach in supporting minority business growth, job creation



Advocate of Year, Business Pioneer Award (CT Gay, Lesbian, Transgender Chamber of Commerce) 2015

# Community: creating meaningful impact

We are dedicated to helping to improve the well-being of our communities. This commitment is part of our core values and is embraced and supported by our employees across the globe.

## Literacy and education

We focus our philanthropy on literacy and education, essential contributors to the growth of healthy individuals, strong communities and a vibrant economy. We support programmes for children, families and teenagers that encourage reading, help close the academic achievement gap, prepare people for successful employment, and enhance the capability and opportunities of the future workforce.

Learn more.

## Local community support

We also address critical community needs through support of disaster relief efforts and organisations that provide access to health and human services.

Learn more.

## Employee involvement

We take special pride in the enthusiastic contributions of Pitney Bowes employee volunteers who donate thousands of hours each year to help community and partner organisations in this work. We are delighted to support their diverse volunteer interests with volunteer grants and to deepen their charitable donations through the Pitney Bowes Foundation matching gifts programme.

Learn more.

## Literacy and education

Every child deserves the chance to grow into a healthy, productive adult. Yet far too many children lack fundamental resources needed to progress academically, acquire critical skills and become successful in today's economy. They have limited access to books or programmes that have been proven to make a lifelong difference.

We help combat this problem by partnering with outstanding non-profits at the global, national and local levels. We focus our efforts on at-risk students served by school districts in communities where we have a presence:

- We serve young children through programmes that encourage parent engagement, stimulate development of language and literacy skills and foster a true love of learning.
- We serve children from pre-nursery to middle school with year-round enrichment programmes, both school-based and after-school. Our support for summer programmes helps minimise the loss of academic skills during school holidays.
- At the high school level and beyond, we support programmes that motivate and equip students for higher education and potential career choices. These programmes range from mentoring and job training to high school equivalency and ESL or other local language programmes.

In addition to providing more than \$1.6 million each year in grants, we encourage employees to donate their talent and expertise through skills-based volunteerism. From tutoring to participation on non-profit boards, employees across the company donate thousands of hours each year to help children and families in our communities.

## Here are just some of the educational organisations we support:

### ProLiteracy Worldwide

For more than 20 years, we have supported the important work of ProLiteracy Worldwide, a global non-profit focused on adult literacy. On January 27, 2016, ProLiteracy presented Pitney Bowes and the Pitney Bowes Foundation with its President's



Lara Pimentel, Director of Development at ProLiteracy Worldwide and Kevin Morgan, President and CEO of ProLiteracy Worldwide, present the ProLiteracy President's Award to Kathleen Ryan Mufson, President, and Polly O'Brien Morrow, Vice President, of the Pitney Bowes Foundation.

Award in honour of our continuing support of adult literacy and workforce preparedness initiatives on a local, national and global level. We are only the second recipient of this award, first given in 2011.

### Network For Teaching Entrepreneurship (NFTE)

NFTE provides a variety of programmes to help young people from low-income communities build entrepreneurial skills and launch businesses. For NFTE's 2015 World Series of Innovation, the Pitney Bowes Foundation challenged students to create an app that would help young people find or become mentors for others in their community. Out of 60 submissions, the winner was a New England team's "fem-tor" app to connect women working in STEM-based careers with students pursuing STEM education.

### Reading Is Fundamental

Since 2004, Pitney Bowes and the Pitney Bowes Foundation have been proud supporters of Reading Is Fundamental (RIF), the nation's largest children's literacy organisation. Our support has included funding for teacher training, book distributions to underserved school districts and the development of Share the Message: Read volunteer tool kits. Share the Message: Read is a rewarding programme in which volunteers read with young students in pre-nursery to grade 5, conduct craft projects and help the children choose a new book of their own to take home. In 2015 our "Share the Message: READ" activities included a Family Literacy Night at Stepping Stones Museum for Children in Norwalk, CT. We also joined with others to celebrate RIF's 50 years of achievement

### Read to a Child

Since 2007, we've been a Read to a Child National Partner, supporting national, regional and local mentoring programmes for low-income elementary students. Read to a Child creates better opportunities for children and strengthens society as a whole by inspiring adults to read to children. In March 2016 (National Reading Month), we again supported their national digital fundraising campaign on the theme "Spark Something Meaningful – Help Kids in Need Love to Read".

### buildOn

Since 1972, we've collaborated with buildOn, a global non-profit focused on helping US inner-city students expand their horizons and develop critical skills. Its signature programme engages students in building schools in developing countries, creating opportunities for others as well as themselves. In 2015, we invested in buildOn's new Corporate Partner programme as employee volunteers donated their time to help students develop university, career and financial literacy skills.

### Horizons National Student Enrichment Program

Horizons National provides summer academic enrichment programmes for at-risk, low-income students in partnership with nearly 500 US schools, colleges and universities, with a curriculum spanning literacy, science, maths, arts, sports and cultural enrichment at every level from pre-nursery to high school. Our support provides Horizons affiliates with reading specialists, assessment tools, training and STEM materials to help manage curriculum and facilitate data sharing with parents and public schools. In 2016 we are once again sponsoring Horizons Giving Day, the organisation's national



Employees hand out books to children at the Children's Learning Center.

online fundraising campaign. Ron Totaro, Pitney Bowes General Manager, Global Financial Services, recently joined the Horizons National board of directors.

### Connecticut Science Center

With support from the Pitney Bowes Foundation, the Connecticut Science Center is developing materials in support of Next Generation Science Standards (NGSS) for grades 4-12. The programme combines teacher training with interactive exhibits that illuminate the design process used by scientists and engineers to investigate and solve problems.

### Children's Learning Centers (CLC)

CLC provides preschool education and family engagement to more than 600 children and their families each year including low-income families served by Connecticut School Readiness, Head Start and Early Head Start programmes. Our funding provides a full-day, full-year expanded Head Start programme for low-income families with limited English language skills, allowing parents to work full-time while their children receive extra help in preparation for nursery. CLC's holistic approach includes nutritious meals and snacks, family support services and a curriculum on social and emotional development that was recently honoured with the Marvin Maurer Spotlight Award from the Yale Center for Emotional Intelligence. In May 2016 our longstanding support for CLC was formally recognised at the organisation's annual fundraising gala.

### Etasha

Pitney Bowes proudly supports the ETASHA Society in India to help students from disadvantaged backgrounds develop skills needed for successful employment. ETASHA provides vocational training, career guidance and placement programmes. Our funding supports programmes on essential competencies for employment and women's professional development and economic independence. Manish Choudhary, Pitney Bowes Vice President of Worldwide Engineering, serves on ETASHA's Governing Council.

### Tel Aviv Wonder Class

Pitney Bowes operations in Israel provide educational support to children at Tel Aviv's Achuzat Sara Children's Home. The goal: To break social, academic and emotional barriers that can keep students from reaching their potential. The Pitney Bowes-sponsored "Wonder Class" provides

academic enrichment to 10 new residents aged 6 to 14 to ensure their success in both their new home and their new school. Students achieved significant progress in both areas. Additional volunteer efforts benefit the larger school community of 140 students.

## Helping those in need

In addition to our focus on education, we also provide grants to meet pressing community needs through disaster relief and health and human services organisations.

### Disaster Relief

In times of crisis, we provide support to employees and family members. Within the United States, we do this through the Pitney Bowes Relief Fund. Outside the US, we conduct global appeals to support organisations such as the Red Cross / Red Crescent Society, with matching funds provided by the Pitney Bowes Foundation.

### Pitney Bowes Relief Fund

Founded in 1992, the Pitney Bowes Relief Fund is a US public charity that offers support to employees, family members and others whose lives have been disrupted by natural disasters or personal misfortunes. The Fund is financed by employee contributions and matching funds from our annual US Employee Giving Campaign. Administered for Pitney Bowes by the Salvation Army, the Fund has distributed more than \$3 million to provide food, shelter, clothing and medical care while also providing referrals to community-based resources for additional support. Since Pitney Bowes pays for all administrative expenses, 100% of employee contributions and matching funds go directly to support those in need.

### Red Cross

In support of our communities and the Red Cross, Pitney Bowes and our employees partner with the Red Cross on frequent blood drives. In 2015, the American Red Cross presented Pitney Bowes with a **Connecticut Blood Service Top Sponsor Appreciation Award** in recognition of the outstanding partnership provided by the Pitney Bowes team in Danbury, Connecticut. In 2014, Danbury employees made 155 donations impacting 465 lives.

### Salvation Army

In addition to partnering with the Salvation Army in conjunction with the Pitney Bowes Relief Fund, we provide grants to many Salvation Army chapters in times of particular need. 2015 grantees recipients included chapters serving Reading PA, Kansas City MO, Indianapolis IN, Alexandria VA and Seattle WA.

### Providing Access to Food, Shelter and Healthcare

While most of our philanthropy focuses on literacy and education, we recognise that children in low-income families are often at risk of having other fundamental needs unmet. For this reason, the Pitney Bowes Relief Fund and Pitney Bowes Foundation regularly provide funding to organisations that help individuals and families gain access to healthy, nourishing food, affordable medical and mental health care, shelter for those in transition, and special services for women and children at risk. The organisations we support include:

### United Way

Pitney Bowes is proud to partner with United Way to ensure the health and well being of our communities. Through United Way's focus on education, income and health, and programmes such as ALICE (Asset Limited, Income Constrained, Employed) that target support to individuals and families struggling to sustain themselves through hardships.

### Food Banks

We support numerous food banks around the US, including the Food Bank of Lower Fairfield County, CT, Regional Food Bank of Northeastern New York, Mid-Ohio Food Bank, Atlanta Community Food Bank, Connecticut Food Bank, Akron Canton Regional Food Bank, Greater Berks Food Bank, Central Pennsylvania Food Bank, Food Bank of Lincoln Nebraska, Atlanta Community Food Bank and New Covenant House of Hospitality (Stamford CT).

### Shelters

Among the many shelters we support are Pacific House / Shelter for the Homeless (Stamford CT), Fox Valley Warming Shelter (Appleton WI), St. Joseph's House and Shelter, Emergency Shelter of the Fox Valley, Bridgeport Rescue Mission, Dorothy Day Hospitality House, Trinity River Mission and Capital City Rescue Mission.

### TEAM Inc. (Valley Area, Fairfield County CT)

TEAM is a regional antipoverty agency whose services include early childhood education, food programmes, senior services, meals on wheels, transport, energy assistance, home ownership and education.

### Child Guidance Center (Lower Fairfield County CT)

The Child Guidance Center of Southern Connecticut (CGC) offers services to help reduce emotional suffering and dysfunctional behaviour, strengthen families, and help children and teenagers realise their potential. CGC offers specialised outpatient services as well as a Healthy Development and School Success programme integrating mental health treatment with classroom-based strategies for children with school functioning problems.

### Stamford Hospital (CT)

Pitney Bowes is proud to support the new Stamford Hospital, opening in September 2016 to offer a new level of care in a patient-centred environment designed to enhance patient-provider interactions, family involvement and integrative therapies. Building features include an expanded emergency department, heart and vascular institute, a new paediatric unit, a new cancer treatment centre and state-of-the-art surgical suites.

### AmeriCares Free Clinics (Danbury CT)

AmeriCares brings together skilled volunteers and donated services from area health care providers to serve neighbours in need. AmeriCares provides comprehensive health services including medications, lab work and diagnostic testing to the working poor, who would otherwise forgo or delay care until they have a medical emergency.

### Inspirica (Stamford CT)

Inspirica's mission is to break the cycle of homelessness by helping people achieve and maintain permanent housing and stability in their lives. In addition to helping participants prepare for, find and maintain adequate employment to secure permanent housing, Inspirica also focuses on the needs of children to ensure that each child's experience of homelessness is temporary and does not impede his or her academic, social and physical development.

### Liberation Programs Spirit of Hope Award (Fairfield County CT)

Liberation Programs honoured Pitney Bowes in April 2016 with its Spirit of Hope Award for five decades of generous support that has helped thousands of individuals in Fairfield County recover from addiction.

## Partnering with employee volunteers

Our employees are dedicated, enthusiastic volunteers, supporting a variety of community initiatives. Their involvement reflects our core values as a company as well as their own commitment to making a difference. Corporate citizenship has been part of our culture from the very beginning and continues to enrich our business by helping us to attract talented, engaged employees. Our employees know their efforts are appreciated by the company and the community, and they are valuable catalysts for personal and professional growth.

### Support for Volunteering

We offer a number of resources and programmes to support employees' volunteer efforts:

#### Volunteer Grants:

- **Individual recognition grants:** In many cases, we provide grants directly to the non-profits where employees volunteer. These individual recognition grants, available globally, range from \$125 for 25 hours of service to \$500 for 100 hours.
- **Team project grants:** We also provide grants to cover the costs of materials and supplies for hands-on volunteer projects undertaken by teams of three or more employees or retirees.

#### Volunteer Placement Assistance:

- In 2015, we implemented a new online employee volunteer management tool and rolled it out to employees across the US. This web-based portal helps employees find Pitney Bowes-sponsored volunteer programmes in their communities and then track their volunteer activities and hours. Employees who completed their volunteer profile in the first month after launch earned the chance to win one of 25 DonorsChoose gift cards to help support public education initiatives in their communities.
- **Nonprofit board service:** One of the most effective ways for employees to serve their communities is by providing leadership and technical skills through service on an organisation's board of directors.
- **Career development through volunteerism.** Volunteer service offers employees numerous opportunities to develop their skills. To help them choose, we provide a toolkit that maps volunteer programmes and activities to specific skills and competencies they may be interested in developing.



Reading to students during a Share the Message READ! program event in New York City.

### Local Community Leadership Teams

Employee volunteers serving on Local Community Leadership Teams around the world help to inspire employee volunteer engagement in their communities. Pitney Bowes Foundation volunteer grants to support their efforts. The teams focus their efforts on literacy and education initiatives, and they also regularly lead blood drives and collections of food, clothing, books and holiday gifts.

### Signature Volunteer Programs:

- **Dedication to Education (D2E):** We introduced this signature volunteer initiative in Fairfield County, CT, in 2014 and expanded it globally in 2015. Employee volunteer champions design and implements high-impact team volunteer projects, with help from a comprehensive toolkit and Team Project Grants from the Pitney Bowes Foundation. Projects are conducted in partnership with local United Way chapters, Volunteer Centres and other Pitney Bowes Foundation grantees. All activities and projects support education, a top issue for our business, our employees and the communities where we operate. In 2015, our D2E celebration spanned 34 projects in 19 locations, drawing 425 volunteers.
- **Share the Message: Read!** For many years we have supported the crucial work of Reading Is Fundamental (RIF), America's largest early literacy programme. One of RIF's many effective and engaging resources is Share the Message: Read, a self-guided volunteer programme that supports our employees' focus on early literacy. A key component of the programme is a well-equipped volunteer tote bag containing a story-time book for group reading activities, related craft activities and an array of age-appropriate books for students to choose from to take home. By engaging them in choosing books that interest them, RIF's book distribution model has been proven to get kids excited about reading and set them on a path to lifelong enrichment.

### Volunteer Events:

#### Dedication to Education (D2E) 2015

2015 marked the global expansion of our signature employee volunteer programme following a pilot of the programme in Connecticut last year. The kick-off took place at Stepping Stones Museum for Children in Norwalk, where more than 40

employees led a Family Literacy Night event in partnership with the museum and Reading Is Fundamental. Employees helped children with arts and crafts, served dinner and distributed more than 1000 new RIF books to more than 400 families. Our President and CEO Marc Lautenbach participated and read to the children. This was the first of 34 projects involving more than 425 employee volunteers between August and November.

Among the D2E projects that took place:

- Employees conducted **school supplies drives** in partnership with Big Brothers Big Sisters in Mississauga, Canada and Dallas TX; with United Way in Hartford CT; Arbor Hill School in Troy NY; in Sydney, Australia; with Kids in Crisis in Bridgeport and Shelton CT; and with Green Elementary School in Reading PA.
- Teams of employees conducted **Share the Message: Read! programmes** in Appleton WI with the Boys & Girls Club of Fox Valley; in Detroit MI with Voyager Academy; in Melbourne, Australia at an Early Learning Centre; and in Troy NY with Arbor Hill School.
- Teams of employees volunteered with **United Way** in Day of Action volunteer projects in Danbury CT and Spokane WA, the United Way's Imagination Library in Brisbane, Australia; and the United Way's Success by Six programme at Woodland Elementary School in Kansas City MO.
- Employees helped build **school gardens, outdoor learning areas and provided other environmental education programmes** at the Danbury CT King Street Campus; in Ansonia (CT) Nature Center; at the Woodland Elementary School's Born Learning Trail in Kansas City MO.
- Employees provided **nutritious meals** to low-income and homeless people in Bridgeport CT in partnership with buildOn; in Jacksonville FL in partnership with the Salvation Army; and in Stamford CT in partnership with New Covenant House.
- Employees conducted **book drives** in Omaha NE for children served by Completely KIDS, Kids Can, Boys and Girls Club, and Girls Inc.
- Employees **read aloud to students** at Bridgeport's Columbus and Columbus Annex Schools in partnership with the School Volunteer Association's Read Aloud programme; in Stamford CT in partnership with Children's Learning Centers; and in Brisbane, Australia as part of the Jacaranda Festival.
- In addition, employees in Stamford CT also harvested vegetables and prepared garden beds at Fairgate Farms and helped students in grades K-5 at the Stamford YMCA's afterschool programme with homework; Troy NY employees set up a healthy and nut-free Halloween Trick or Treat Party featuring books, pencils and arts and crafts; and Atlanta GA employees purchased materials and assembled literacy kits for local school children.

#### Network For Teaching Entrepreneurship (NFTE) Mentors and Judges

Pitney Bowes volunteers have long supported students in NFTE's entrepreneurship education programmes by helping



Reading to children in Australia as part of our Dedication to Education program.



Mentoring students that participate in Network For Teaching Entrepreneurship (NFTE) entrepreneurship education programs.

them develop their business plans and participating as judges in NFTE's business plan competitions. This past year, our volunteers helped nearly 150 students in NFTE Innovation Days in Washington DC, Fairfield County CT, Westchester County NY, Boston MA and Houston TX. In addition, we regularly help NFTE through board service. Currently Rose Velez Smith (VP Global Integrated Talent Management) serves on the NFTE New York Metro NFTE Advisory Board, and Ann Daley (VP Government Affairs) serves on the NFTE New England Advisory Board.

#### United Way Fund Allocation Volunteers

We encourage employees to participate in the United Way's grant-making activities, leveraging their skills and experience to help the organisation allocate funds to meet the needs of their local communities.

#### Clean Up Australia

In March 2016, twenty Pitney Bowes Australia staff members in Sydney, Brisbane, Perth and Melbourne donned yellow gloves and rubbish bags as they helped to "Clean Up Australia" by picking up rubbish in their local area. The Pitney Bowes Australia team has supported this effort for several years to help make Australia a cleaner and more beautiful country. This year alone, 682,000 Clean Up Australia volunteers removed an estimated 16,657 tonnes of rubbish from local parks, waterways, beaches, sporting fields, bushland and roadways across the country.

### Supporting Australian Students

Pitney Bowes partnered with United Way Australia to help students in Melbourne and Sydney achieve a better start in life after high school. Six employee volunteers in Melbourne helped Narre Warren South College students write CVs, then conducted mock job interviews to help prepare them for life in the workforce. In Sydney, volunteers took part in the James Meehan Educating Young Men workshop, mentoring students to make positive decisions for themselves and their careers.

### Mentoring with the Danbury Early College Opportunity (ECO) Program

In 2015, we participated in a new online mentoring opportunity to benefit high school students participating in the Danbury Early College Opportunity (ECO) Program. This innovative undertaking is a collaboration of public and private entities, including the Danbury Public School District, Naugatuck Valley Community College, The State of Connecticut Board of Regents NewOak Financial and Pitney Bowes. It's a comprehensive programme that prepares students to excel in school, university and career in a variety of information technology fields. Students graduate with high school diplomas and associate degrees from Naugatuck Valley Community College. The mentoring programme consists of a workplace learning curriculum based on the Framework for 21st Century Learning. Our employees help students put the classroom curriculum into practice in a real-world setting.

### Taking Time to Help Students in Tel Aviv Children's Home

Twenty employee volunteers worked with students in Tel Aviv's Achuzat Sara Children's Home Wonder Class this year, with each of the 10 students paired with two employee mentors to support them throughout the programme. Students, teachers, coaches and mentors met at our offices every two weeks, with employee volunteers helping the students work through exercises, and forming close bonds with them over the course of the programme. Students enjoyed both their time with their mentors and their visits to our offices. At the same time, they gained important academic and social skills to help them prepare for school and career.

### Reading to Preschool Students at Children's Learning Centers (Stamford CT)

2016 marked the start of a new Pitney Bowes corporate reading programme at Children's Learning Centers. Once a month, fifteen employee volunteers lead group reading activities for children 3-5 years old in their classrooms. Sessions start with 15-20 minutes of reading from books selected by the children, followed by other activities ranging from arts and crafts to playtime.

### Nurturing the future of innovation

Several Tech Ladder members (who number among the top talent in technology for Pitney Bowes) recently volunteered as judges at the Connecticut Invention Convention, where they witnessed first-hand the inspiring creativity of young students. Each year, the Convention brings more than 900 young inventors from a field of 1700 student entrants in grades K-8 from all over the Northeast to the University of Connecticut at Storrs to display their problem-solving inventions. The judges selected approximately 20 finalists and met with the students one-on-one to learn about their inventions. The three final winners each received a Pitney Bowes Foundation Innovation Award and a \$100 US Savings Bond.



Working with students at the Achuzat Sara Children's Home Wonder Class in Tel Aviv, Israel.



Tech Ladder members serving as judges at the Connecticut Invention Convention. Judges (from left to right): Chintapalli Reddy (PB Tech Ladder), Angela Altavilla Cordero (PB), Vara Sambasivam (PB), Karin Russo, Angela Njo (PB Tech Ladder) and Robert Cordero. Not pictured are Vincent Rozendaal and Madhavan Kumar.

### Omaha food drive Competition

Each quarter, our Presort Services facility in Omaha, NE, selects a volunteer project to support urgent needs in the community. Their most recent beneficiary was Open Door Mission, a local non-profit committed to breaking the cycle of homelessness and poverty. Each day the Mission supplies more than 500 lunches to the homeless through its Sack Lunch Program. When supplies ran low, employees created a friendly competition to help drive employee donations of cookies, chips, granola bars, crackers and popcorn. Both teams won in our view, changing lives through care and compassion.

### Volunteer Recognition

#### United Way of Western CT Corporate Volunteer Award

Pitney Bowes and its Danbury employees were recognised with the United Way of Western Connecticut's Corporate Volunteer Award. The award was given in 2015 in recognition of the company's first-ever Dedication to Education week of service, conducted in conjunction with United Way. The week was a huge success, with more than 475 Connecticut-based volunteers, contributing more than 2000 hours of service in 32 volunteer projects in partnership with 23 Fairfield County non-profits. Dedication to Education has since become a signature volunteer programme throughout Pitney Bowes locations worldwide.

### United Way of Northeast Florida Community Engagement Award

This award recognises our team's year-round support of United Way's mission to improve lives in the greater Jacksonville, Florida area. Throughout the year, the team participates in programmes that provide food to the homeless, clothing drives, Toys for Tots, adopting a family for the holidays and School Back Pack Challenges.

### Connecticut Mentoring Hall of Fame

Tom Gawlak (VP Finance, Pitney Bowes North America Mailing) was recently inducted into the Connecticut Mentoring Hall of Fame in recognition of his quarter-century of mentoring to students through our volunteer programmes. Mentors and mentees come from all walks of life, and come together to shoot hoops, read stories or just share a laugh. Although mentors may help their mentee with homework or a school project if needed, mentors are not tutors; their role is to be a friend to a child in need and provide some guidance along the way. "Being involved in mentoring and giving back to the community is an important part of my professional development and work-life balance", said Tom. "It's not about having time; it's about making time".

### Network For Teaching Entrepreneurship (NFTE) Individual Volunteerism Award

Ann Daley (VP Government Affairs) was recently recognised by NFTE with its highest volunteer honour. Ann began volunteering with NFTE in 2012, when she represented Pitney Bowes as a judge at NFTE's Regional Youth Business Plan Competition. She deepened her involvement by coordinating Pitney Bowes Innovation Days at Lawrence (MA) High School and at Pathways to Technology in Hartford, CT, recruiting colleagues to train small groups of students and provide feedback on their ideas and submissions. Ann and her fellow Innovation Day recruits continue to volunteer with NFTE today. In addition, Ann also serves on NFTE New England's Advisory Board.

## Doubling Our Impact Around the Globe

We also engage our employees in their communities through our employee giving programmes. Each year, Pitney Bowes employees around the world give generously to charities. Our annual giving campaign, conducted in partnership with United Way Worldwide, allows employees to direct their support to specific initiatives and organisations, with their contributions matched by the Pitney Bowes Foundation. Education, workforce development and health are consistently among their top priorities.

Our 2015/2016 campaign represented another great win for our communities. Employee pledges of \$1.3 million and matching gifts from the Pitney Bowes Foundation will result in \$2.6 million US in donations to charities around the world. Employee volunteers conducted a very creative and engaging campaign that raised awareness and funds for the United Way, the Pitney Bowes Relief Fund and many other charities. Teams around the world also won grants for their local United Ways in recognition of superior campaign events that demonstrated the Pitney Bowes values of innovation, passion and collaboration.



Nathan Polete, General Manager and Cirino Lombardo, Safety and Facilities Manager accepting the United Way of Northeast Florida Community Engagement Award.

- Australia and New Zealand employees again supported United Way's *Gift of Reading* campaign, enabling children in disadvantaged communities to receive monthly books and literacy support.
- In Japan, employees again partnered with the Central Community Chest of Japan to assist people impacted by the 2011 T hoku earthquake and tsunami.
- In Canada, the AJAX Call Center combined its campaign with Take Your Kid to Work Day and enlisted children to make and sell root beer floats to raise awareness for the campaign conducted in partnership with United Way of Peel.
- Employees in Danbury, CT, used a sports theme to encourage employees to join the giving team. Following a presentation by a representative from United Way of Western CT, employees participated in a charity fair featuring local non-profits, sports-themed food stations and the chance to win door prizes from local sports-themed restaurants and stores.
- In India, employees supported the Mission Education programme of NGO Partner Smile Foundation, providing basic education and health care to underprivileged children. They also supported the Red Cross in response to the December typhoons and flooding.
- In Singapore, employees donated to the Community Chest of Singapore's CARE and SHARE programme, and employee contributions and Pitney Bowes Foundation matching funds were also matched by the Government of Singapore, effectively quadrupling employee contributions.

### Recognition:

#### United Way of Western Connecticut Pacesetter Award

Pitney Bowes was recently honoured by the United Way of Western Connecticut (UWWC) with its Pacesetter Award, which recognises the increased results of our Employee Giving Campaign, themed "Join the Pitney Bowes Giving Team". The recognition complements the Corporate Volunteer Award the company received from the United Way in March. We are proud of all of the good work made possible in our communities through our employees' generous support of United Way.

**United Kingdom**

Building 5, Trident Place  
Hatfield Business Park  
Mosquito Way  
Hatfield  
Hertfordshire AL10 9UJ  
ukenquiries@pb.com

For more information,  
visit us online: [pitneybowes.com/uk](http://pitneybowes.com/uk)