

pitney bowes 

2018

Corporate  
Responsibility  
Report



‘Throughout the decades, we have enhanced the lives of all our stakeholders, from clients and employees to the communities where we operate and the environment we all share. Today, as a technology company focused on global commerce, we continue to build on that tradition through the combined energies of our 14,000 talented and dedicated people.’

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



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# A letter from Marc B. Lautenbach

## President and Chief Executive Officer



Next year, Pitney Bowes will mark its 100th anniversary. It's a proud moment for us as we prepare for this celebration; after all, not many companies get to do this.

Of course, what we're celebrating is not just our past, but our future. Our remarkable capacity for

self-renewal has proven itself before and is helping us move forwards today with new solutions that help clients and improve lives. Business strategies and execution skills are critical to this process, but the key drivers are the culture and behaviour that have made this company what it is.

Our annual Corporate Responsibility Report is a report on the health of our culture. It details our commitment and ability to 'do the right thing, the right way' for all our stakeholders, from clients, employees and investors to the communities where we have an impact.

As you'll see in this report, the Pitney Bowes culture remains vibrant, resilient and competitively advantageous as we progress through the ongoing transformation of our core businesses. In reshaping ourselves to meet the changing needs of our clients, we have taken bold initiatives requiring extraordinary efforts from everyone in the company. To do this, we have also drawn on qualities that have distinguished Pitney Bowes for decades and proved their ability to bear new fruit.

What are these qualities that drive us, and how are they making a difference?

**Innovation.** Pitney Bowes came into existence as a company with a profoundly innovative solution to a vexing business problem. Since then, our focus has always remained client-first. Our investments in people, technologies and processes continue to serve the common goal of helping clients to operate more effectively. As our markets have evolved, we've pushed forward with new platforms and approaches that have helped us to grow into a powerhouse of 21st-century digital commerce. At one level, this rebirth is just the latest expression of who we are. At another, it's the energy source for innovations yet to come.

**Inclusion.** We are inclusive by design. We firmly believe that our diversity of backgrounds and commitment to inclusion lead to better ideas and more satisfying lives inside and outside the workplace. Part of this commitment involves gender: women now constitute 38 per cent of our Board of Directors, and businesses led by women generate 40 per cent of our revenue.

But it's a story with many other dimensions. Another important facet includes our decision to turn half of the proceeds from last year's corporate tax reduction into permanent wage increases for the majority of US employees that are paid on an hourly basis. Investing in inclusion is an investment in engagement, productivity and growth.

**Learning.** Creating long-term value requires constantly assimilating new information from new and existing sources. This requires all of us to be agile learners, both through formal training and through innovative collaboration and communication approaches. Staying on course and staying fresh require a mix of internal and external perspectives. Fortunately, thanks to sustained investment in employees' professional development, we now regularly fill more than 40 per cent of new job openings with in-house talent. Every day provides new opportunities for our entire company to learn more and do better.

**Community.** Corporate citizenship has long been a foundational value at Pitney Bowes. For a company of our size, we do a lot, both through corporate giving and the enthusiastic volunteering activities of people at every level of the organisation, including myself. Our philanthropic focus on literacy and education is a natural extension of the culture of the company and a valuable asset to the communities in which we operate. Our signature global volunteering programme, *Dedication to Education*, is now five years old and growing stronger every year. Last year, it spanned 47 Pitney Bowes sites, nine countries and nearly 100 team projects. At the same time, Pitney Bowes Foundation grants served 155,000 students with 4.3 million hours of reading and enrichment. In strengthening our communities, we sow the seeds of new opportunities for employees, families and neighbours while also learning to see ourselves in new ways.

These are just a few of the powerful positive impacts that the Pitney Bowes culture has on everyone who comes into contact with it. It informs every aspect of our business, from ethics and governance to environmental responsibility to programmes that safeguard the health, wellness and safety of everyone who works here. As for the health of the culture itself, I'm pleased to report that it's robust and ready for the challenges of the coming century.

**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.

Our core value statement, 'We do the right thing, the right way,' sets the tone for how we interact with our stakeholders. Our employees are committed to treating our clients, business partners, co-workers and the communities where we live and work with fairness, honesty, respect and integrity.

## Values and ethics

Laws and policies change, but one thing that doesn't change is our commitment to 'do the right thing, the right way'. We are committed to maintaining honest, fair and respectful relationships with our employees, our clients and the communities in which we are located. We continually provide education and training for employees, not only to ensure that they are aware of the Company's expectations of conduct, but also to provide them with the tools that they need to succeed in an ethical and legally compliant culture. Our training classes, policies, code of conduct, reporting and advice channels and management support provide employees with the guidance that they need to be able to do the right thing when faced with difficult choices. Senior management is responsible for modelling expected behaviours and is committed to supporting a thriving culture of integrity. We constantly monitor the performance of our ethics and compliance programme to improve its effectiveness.

### Code of Conduct

The **Pitney Bowes Business Practices Guidelines ([pbi.bz/bpg](http://pbi.bz/bpg))** 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, we expect employees to conduct themselves with the highest ethical standards. We publish the code in two versions: one for employees based in the United States and another for employees based in international locations. We publish the international version in multiple languages, both to reach as many employees as possible in their own language and to accommodate differences in legal requirements and cultural practices.

### Ethics and Compliance Review Committee

Our Ethics and Compliance Review Committee meets regularly to monitor and support business and functional unit compliance with regulatory mandates that affect their operations (for example, regulations governing government contracts or disposal of product components). The committee includes senior leaders who span the full range of corporate functions and business units. A separate review committee focuses specifically on ethics and compliance issues related to labour and employment.

## Training

Employees have a right to know and understand the behaviours that the company expects of them. We communicate our expectations through annual education and training initiatives, which we customise to fit the needs of individual employee groups using a variety of content delivery methods. Each year, we provide foundational or comprehensive training in certain significant compliance topics that are applicable to all, and abbreviated training that reviews the highlights of the in-depth courses given the previous year. We also provide refresher communications to remind employees of the essential elements of courses delivered in preceding years. New employees receive introductory compliance training related to their jobs, and are then enrolled the following year in the 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 multiple languages.

In addition to our standard courses, we offer a variety of on-demand training and other regular communications about ethics and compliance. 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 or make a report online. Employees may also contact the Global Ethics and Compliance Department in person or through web-page reporting, hard-copy mail, telephone or confidential email. Employees may also report matters to their manager, or a member of the Human Resources, Legal or Audit departments. Global Ethics and Compliance promptly reviews all claims of potential violations of law or policy and, where appropriate, works with the appropriate stakeholders to investigate claims. If the investigation supports the allegations, we take appropriate and consistent disciplinary action.

## Risk and business continuity

### Risk

We have a structured, consistent and continuous risk management process in place across our organisation. Our Enterprise Risk Management programme (ERM) identifies and monitors the company's enterprise risks and manages our response to those risks through appropriate action plans. These risks are reviewed and updated periodically in the context of the company's strategies, operations, business environment and other factors. This review is handled by our Risk Steering

Committee, whose membership spans both business unit and corporate staff functions. Each enterprise risk is also reviewed in depth by either a committee of the Board of Directors or the full Board for discussion and possible action. The Audit Committee also independently reviews policies and processes with respect to risk identification, assessment and management. This focused, multi-level ERM process is a vital tool for helping the Company to create, preserve and realise value for our shareholders.

### 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 potential 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. As a global company, Pitney Bowes complies with privacy laws around the world, including the European Union's General Data Protection Regulation. We also adhere to applicable law and regulations regarding the movement of client, partner and employee personal information across geographical and jurisdictional borders including certification under the EU-US and EU-Swiss Privacy Shield programme. 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 Chief Data Protection Officer manages our global data privacy programme and works closely with all the operating business units, as well as Information Technology, Innovation and Internal Audit. Senior executives comprise our Privacy and Cybersecurity Governance Committee, which oversees these efforts. We also review privacy risks and mitigation plans with a senior management Risk Steering Committee and the Audit Committee of the Board of Directors. The Board of Directors also reviews our overall efforts regarding cybersecurity on a regular basis.

## Advocacy

Our Government and Regulatory Affairs organisation helps Pitney Bowes to navigate the complex government and regulatory environments in which we operate. We engage in public policy and political processes in a variety of ways.

Where public policies impact our business and our clients, we aim to lend an informed and constructive voice. We naturally focus our efforts in areas and geographies most relevant to our business, including policies related to the postal industry, shipping and ecommerce, trade and privacy.

We maintain a robust compliance programme to ensure that our advocacy work complies with all applicable laws. We also hold ourselves to the highest ethical standards in this work. We voluntarily report our adherence to these principles for corporate political spending on an annual basis.

Questions regarding these principles should be addressed to Pitney Bowes Global Government and Regulatory Affairs, 3001 Summer St., Stamford, CT 06905 USA or to [govtaffairs@pb.com](mailto:govtaffairs@pb.com).

### US corporate political spending governance

The Governance Committee of the Pitney Bowes Board of Directors oversees the company's political activities, including our policy on political expenditures. The Committee, composed entirely of independent directors, reviews regular reports regarding the company's contributions to political candidates, committees and political parties, as well as our expenditures on trade associations and other tax-exempt organisations that could be used for political purposes. The Committee receives periodic briefings on the company's political activities and spending. Our entire Board of Directors is also briefed on these activities.

In addition to Board oversight, we periodically seek review of our political contribution policies and compliance by independent experts.

The Global Government and Regulatory Affairs team, which is led by a senior manager of the company, is responsible for day-to-day decision-making on political activities. This person oversees the company's participation in the political process and has final authority on contributions to political candidates, committees and political parties, as well as our expenditure on trade associations to support the company's objectives. This team leader reports directly to a member of the Pitney Bowes senior management team, who in turn reports directly to the CEO.

The Pitney Bowes Corporate Contributions Committee is composed of Pitney Bowes senior-level managers. This committee oversees decision-making related to corporate contributions to candidates, committees and political parties. The criteria that we use to determine what candidates and candidate committees to support are detailed under Political Spending.

### Political spending in the United States

In the US, we do not contribute corporate funds or make in-kind contributions to candidates for federal office or to national party committees. Our policy on expenditure with corporate funds is reflected in the company's code of conduct, known as our Business Practices Guidelines.

**Independent expenditure:** We do not use corporate funds to make any direct, independent expenditure or to fund electioneering communications on behalf of candidates running for public office.

**Ballot measures:** We do not generally use corporate funds to support or oppose ballot measures. If a matter with significant impact for our business were on the ballot, any contribution to a campaign for or against the measure would require the approval of the Pitney Bowes Corporate Contributions Committee.

**Corporate political contributions:** We utilise corporate funds to contribute to US state-level candidates, committees and political parties, in large part because a number of states do not allow the use of a Federal PAC, which has historically been our most common channel for political giving. Our corporate contribution decisions are based on a variety of factors, including the candidate's or committee's views on public policy issues that are important to Pitney Bowes; demonstrated leadership or potential for leadership within their party; representation of districts or states where Pitney Bowes has a business presence; service on committees whose actions could affect our business; and likelihood of election success.

In the US, we also use corporate funds to support a small number of organisations of state-wide elected and appointed officials and political party convention committees, some of which are known as 527 organisations. Historically, we have balanced our contributions between the two major political parties, although the amounts may vary from year to year. We do not consult with any of the groups regarding the disbursement of their funds. On our website, twice a year we disclose the aggregate contributions made from corporate funds for such organisations.

We make contributions to support the interests of Pitney Bowes, without regard to the private political interests of company executives, officers or board members. We do not make campaign contributions in anticipation of, in recognition of or in return for an official act.

**Trade associations and other organisation memberships and partnerships:** Pitney Bowes is a member or partner of several industry, trade and other groups that represent the mailing, technology and global ecommerce industries, as well as groups representing the general business community. We invest in these partnerships in an effort to bring about consensus on policy issues that can impact our business and our clients. Our participation in these groups comes with the understanding that while we may have some shared policy interests, we may not always agree with the positions of the larger organisation and/or other members.



Each year, we make reasonable efforts to obtain from member associations the portion of the company's dues or payments totalling US \$25,000 or more that were used for non-deductible lobbying and political expenditure under Internal Revenue Code section 162(e). This information is publicly disclosed as required by law as part of a report to the US House of Representatives, which can be found at [http://clerk.house.gov/public\\_disc](http://clerk.house.gov/public_disc) and the US Senate, which can be found at [http://www.senate.gov/legislative/Public\\_Disclosure/LDA\\_reports.htm](http://www.senate.gov/legislative/Public_Disclosure/LDA_reports.htm).

We do not plan to request information concerning the contributions made by these groups to others, nor do we plan to condition our membership or sponsorships of organisations on any specific criteria other than those that may help to advance our business objectives.

### Employee involvement

We value the right of our employees to participate in the political process in a variety of ways. This participation is a matter of personal choice. We require that our employees' personal political activities do not suggest an endorsement by Pitney Bowes, are not conducted during an employee's scheduled working time and do not involve the use of any company resources. In addition, we do not reimburse employees, directly or indirectly, for political donations or expenses. These principles are reflected in the company's Business Practices Guidelines, which is our Code of Conduct.

In the US, we provide an opportunity for employees to voluntarily participate in the political process by joining the company's non-partisan political action committees, the Pitney Bowes PACs. The PACs allow our employees to pool their financial resources to support political candidates, parties and committees to help further the interests of the company.

Pitney Bowes PAC contributions are funded exclusively through voluntary contributions from eligible employees who are US citizens or permanent legal residents. Personal contributions to the Pitney Bowes PACs have no bearing upon an employee's standing with the company, nor will we take any retaliatory action against an employee who chooses not to contribute.

Senior managers serve on the Political Action Committee, which oversees PAC contributions to candidates, committees and political parties. Recipients of PAC contributions are determined by considering the candidate's or committee's: views on public policy issues that are important to Pitney Bowes; demonstrated leadership or potential for leadership within their party; representation of districts or states where Pitney Bowes has a business presence; service on committees whose actions could affect our business; and, likelihood of election success.

Our PACs make contributions to support the interests of Pitney Bowes without regard to the private political interests of company executives, officers or board members. The PACs do not make contributions in anticipation of, in recognition of or in return for an official act.

The Pitney Bowes Federal PAC reports its contributions to the Federal Election Commission, which can be found at <http://www.fec.gov/>, and the New York State PAC reports its contributions to the New York State Elections Commission. The Commission's website is <http://www.elections.ny.gov/INDEX.html>. The Pitney Bowes PACs disclose their contributions on the Pitney Bowes website twice a year.



# Environment

Pitney Bowes continued to build on its long tradition of environmental responsibility throughout 2018, as we sought 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, evaluate 'greener', alternative waste-stream disposal practices and outlets, 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 regarding legacy site contamination.

## Global policy

Pitney Bowes is committed to complying with applicable environment, health and safety regulations for our operations globally. We aim to:

- Provide safe products and services.
- Reduce their impact on the environment.
- Go beyond compliance to be a leader in best EHS practices.
- 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.

## Energy conservation and waste management

### Carbon management

We were an early leader in the field of Climate Change Advocacy. 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, including energy consumption and conservation measures and annual public reporting of the Pitney Bowes carbon footprint. Using a process validated by independent third-party review, we provide guidance for our lines of business, laying out enterprise-wide data collection standards for energy consumption, outlining roles and responsibilities for each business and establishing the tools to be used to collect and report the data to the corporation. This guidance is updated frequently to reflect changing guidance from industry-leading organisations such as the Carbon Disclosure Project (CDP™), as well as internal changes in our business.

### Carbon disclosure and performance

We publicly report our GHG carbon footprint through the international Carbon Disclosure Project and participate in both the Investors and Supply Chain Surveys. In 2018, we received a 'C' score for these surveys, in line with North American regional average scores.

For the tenth consecutive year, our protocol for the collection and reporting of global carbon emissions has received third-party verification following an extensive review. Our verification includes a review of Scope 1 (direct fossil fuel emissions and company-owned and -leased vehicles), Scope 2 (electricity consumption, using both location- and market-based methodologies) and Scope 3 (carbon emissions due to business air travel and personal vehicle fuel mileage).

Our ongoing efforts in site consolidation and implementation of energy-efficient equipment and processes 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.

Last year, we continued to progress toward that goal. With an overall decrease in market-based Scope 1 & 2 emissions for 2018, we are now 76% of the way toward our 2020 target. (This progress does not include results from Newgistics (FDR) sites, as they were acquired in 2017 and were therefore not included in the 2015 base year. Once we reach our target, a new base year and target will be set to include these sites.)

### Renewable energy

We are a founding member of the Green Power Market Development Group, an industry partnership with the EPA to promote the development and purchase of alternative energy. We have purchased renewable energy credits (RECs) every year but one since 2003, and we continue to do so today. RECs support green power projects using technologies such as solar, wind and biomass. So far, our RECs have resulted in more than 99,000 metric tonnes of CO<sub>2</sub> emission reductions.

### 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 at our facilities and led to significant reductions in energy consumption. By the end of 2018, we reduced our electricity consumption by approximately 34.0 million kilowatt hours from our 2007 baseline, saving US \$4.95 million and reducing our carbon footprint by 16,350 metric tonnes of CO<sub>2</sub>. Energy-saving initiatives have included more efficient lighting fixtures, lighting fixture retrofits and energy-auditing activities as well as site consolidations.

In 2018, the company continued to focus on site consolidation as part of its strategic transformation initiative. Over the last six years these efforts have enabled us to reduce related energy consumption by more than 29.0 million kilowatt hours of electricity, resulting in a reduction of over 11,200 metric tonnes of carbon emissions.

### Minimising waste from operations

For over 20 years, Pitney Bowes has taken part in the EPA's WasteWise Initiative, a voluntary programme for minimising waste generation, increasing recycling and promoting 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 and membership in the WasteWise Hall of Fame. Last year, we continued our progress under the WasteWise programme by increasing single-stream recycling in our Presort business.

Our US waste reduction campaign resulted in the avoidance of more than 11,690 metric tonnes equivalent of CO<sub>2</sub> (MTCO<sub>2</sub>E) in 2018. Since 2004, we have avoided 267,480 MTCO<sub>2</sub>E, equivalent to the effect of removing more than 49,354 cars from the road.

### Minimising electronic waste

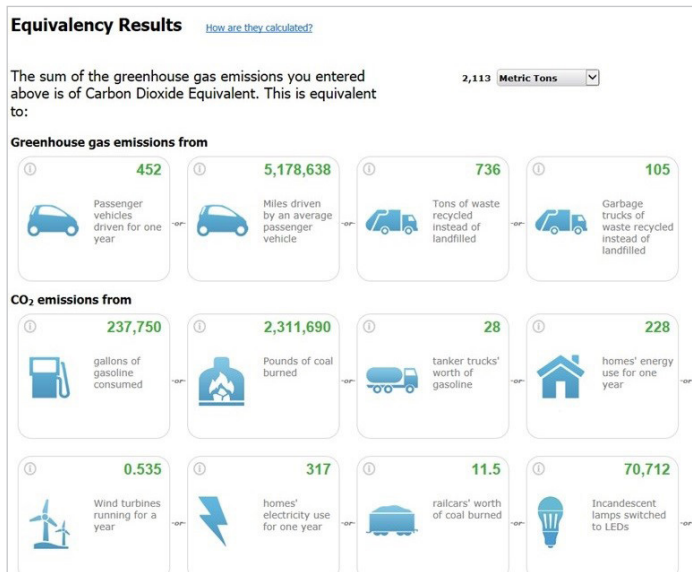
Waste from electronic products (e-waste) poses a global threat to soil and water quality. According to United Nations estimates, between 20 and 50 million tonnes of e-waste are generated worldwide each year. Within the US, e-waste now accounts for 80% of the country's toxic garbage and 70% of the heavy metals in landfills. To support global initiatives 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 beneficial re-use in a variety of industries. Our selection of e-waste recycling vendors is based in part on their guarantee that all e-waste is broken down for reuse and no e-waste is shipped overseas. We verify the performance of these vendors through audits and compliance checks as well as the tracking of waste quantities. In 2018, we recycled a total of 2,668 tonnes of electronics waste in the US and EU.

### How our home and agile work programmes help to lower our carbon footprint

More than 2,000 Pitney Bowes employees are classified as home-based or agile workers (working from home two or more days a week). To determine how much energy our home and agile work programme is saving, we surveyed our employees with a simple question: 'How many miles do you believe you save per week by not commuting to a Pitney Bowes office?' The results were amazing! More than 400 employees responded to the survey. And from this group alone, the mileage savings added up to almost 109,000 miles a week, or over 5 million miles a year not driven.

The time savings were also of enormous benefit to these employees. And the energy savings benefitted not only the employees, but the company and the environment as well. Using the EPA estimate of 22 miles per gallon for the average vehicle, the programme saved these drivers over 237,000 gallons of petrol over a one-year period. And using the EPA's average-vehicle-emissions estimate of 404 grams of CO per mile driven, it also enabled them to avoid about 2,113 tonnes of CO emissions.

## Here's how those savings play out in the EPA's Greenhouse Gas Equivalency calculator:



## Product compliance and stewardship

### Environmental product compliance

We have rigorous processes and procedures to ensure that our products comply with environmental standards and requirements. We have also integrated these compliance standards into our Supplier Code of Conduct and into our supplier contracts, engineering standards and product specifications. We ask our suppliers to add data to a database that we use to monitor compliance.

To manage and support these initiatives, we utilise two cross-functional teams: a Product Compliance Team (PCT) and an Environmental Committee (EC). The PCT includes representatives from our lines of business and support groups. The Environmental Committee oversees the work of the PCT and is made up of senior managers. In addition to providing guidance, the Environmental Committee authorises the financial and human resources needed, and enforces corrective measures both within the company and with our supply chain.

### Risk assessment and mitigation

The PCT and EC are tasked with identifying risk associated with regulations, suppliers and product types, in terms of exposure, frequency and severity.

We identify and prioritise risks in our supply chain by assessing supplier data. We then determine which suppliers require further evaluation based on the data.

### Chemical Product Review Team (CRT)

The PCT also has a subgroup, the CRT, that reviews and approves new Pitney Bowes branded chemical products prior to sale, to ensure that they meet company safety requirements, have appropriate safety datasheets (SDS) and are properly tracked for regulatory reporting. Our safety data sheets are regularly reviewed and can be found at the following link: <http://www.pb.com/sds>.

### REACH regulation

REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) is a European Union regulation that aims to protect human health and the environment from exposure to hazardous chemical substances either in chemical products or articles.

As an environmentally responsible company, we seek to fulfil our obligations under REACH regulations by gathering information on the properties of chemical substances used in our products.

For information regarding Pitney Bowes products that may contain any REACH Substance of Very High Concern (SVHC), visit [pitneybowes.com](http://pitneybowes.com) or contact us at [EHS@pb.com](mailto:EHS@pb.com).

### Environmental compliance training

We believe that in order to ensure product compliance throughout the company, employees must have awareness and a strong sense of ownership. In 2018, we updated our training to include online, automated programming in addition to in-person training events. Doing this enables us to reach more employees, make it easier for them to schedule training, track completion rates and ensure attendance.

### Regulatory reporting and data management

We have processes and programmes in place to ensure accurate and consistent regulatory reporting. We maintain a system that 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.

### Remanufacturing

Our company has a long legacy of product remanufacturing and recycling. We have established centres throughout the United States, Canada and Europe where clients return products for subsequent remanufacture, harvesting of parts or recycling. In 2018, equipment remanufacture diverted over 654,000 pounds of waste from recycling to reuse.

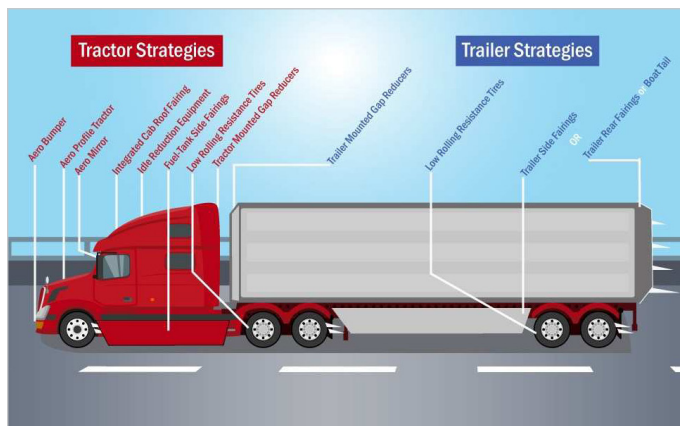
We have a robust remanufacturing process that has kept more than 3.6 million pounds of products out of our waste streams in the past eight years.

## Fleet efficiency/environmental initiatives

We have taken numerous steps to help our transportation fleet reduce GHG emissions and conserve fuel. Examples include:

- Limiting idle time to five minutes before shutdown
- Fitting trucks and trailers with fairings to reduce drag
- Using route optimisation software to minimise distances and travel times and model ideal routes
- Insisting on adherence to a company-wide speed limit

These efforts have resulted in a daily reduction in vehicle usage of 1,145 miles and 111 hours or an annual reduction of 298,000 miles and 29,000 hours—equivalent to approximately 30,000 gallons of fuel saved per year.



Energy-saving truck and trailer modifications to improve fleet performance



## Product stewardship

*A focus on environmentally friendly products*

We have a strong focus on environmentally friendly products. Examples include our Green Machine programme, ENERGY STAR-rated Pitney Bowes postal machinery and a number of computer product options.

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

*Energy Star Partnership.* Pitney Bowes is committed to designing and manufacturing energy-efficient equipment because it lowers operating costs and helps to preserve the environment. ENERGY STAR is a US government programme designed to encourage the use of energy-efficient products and practices through clear consumer labelling backed by rigorous standards. The ENERGY STAR label makes it easy for consumers to identify and purchase energy-efficient products that offer savings on energy bills without sacrificing performance, features or comfort.

As an ENERGY STAR® Partner, Pitney Bowes offers models WITH ENERGY STAR ratings for the following categories of equipment:

- SendPro C200, C300, C400
- SendPro P1000, P1500, P3000
- Connect+ 500W, 1000, 2000, 3000
- DM 125, 225, 300, 400, 475

<https://www.energystar.gov/productfinder/product/certified-imaging-equipment/>

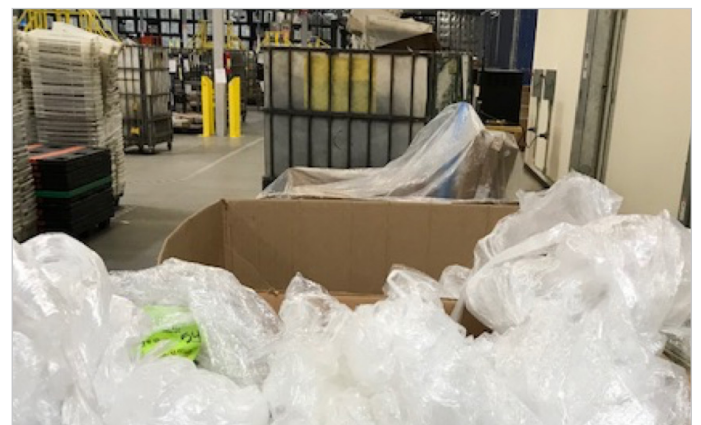
## Environmental case studies

### Compressor condensate waste minimisation

In 2018, we continued to work on minimising our air-compressor condensate waste streams and improving disposal methods. This work included evaluating the feasibility of discharging small condensate waste streams to publicly owned treatment facilities near our US locations, a practice which reduces disposal costs and ensures compliance with local regulations. We also instituted upgrades to our preventive maintenance and waste minimisation procedures.

### Shrink-wrap recycling

In 2018, our Presort business undertook a study of potential beneficial-reuse options for shrink-wrap. The study began with surveys to determine how much shrink-wrap is being generated, how waste is being disposed of and whether it can be baled for volume reduction. The next step will be to develop recycling options based on the study results.





## PB environmental management system supports ISO 14001 certifications

We continued our long tradition of promoting best practices in environmental protection by having our environmental management system certified to the internationally recognised environmental standard ISO 14001.

In the UK, our ISO 14001 certification dates from 1997 and has been continuously maintained ever since. In 2018, we maintained our certification to the new ISO 14001:2015 version covering our UK supply chain operations.



In Sweden, we successfully transitioned our ISO 14001:2004 certification to the new ISO 14001:2015 version in 2018.

## Sustainable office supplies

In most countries where Pitney Bowes operates, we are proposing sustainable paper and envelopes as part of our office supply product offering. The range of specifications varies depending on the country but includes products certified by the FSC (Forest Stewardship Council) and the PEFC (Program for the Endorsement of Forest Certification), and recycled paper.



## Investigation and remediation at the former Chicago Musical Instruments site in Fullerton, California

In 2016, Pitney Bowes finalised an administrative consent decree agreement with the California Department of Toxic Substances Control for the continuing investigation and remediation of the former Chicago Musical Instruments (CMI) site in Fullerton, California. Since receiving DTSC approval in February 2017, we have worked in accordance with that agreement to further assess and remediate potential soil and groundwater contamination resulting from CMI's long-ceased operations and also assess contaminant contributions from other nearby release sites.

It is a measure of our commitment to environmental responsibility that we have undertaken this work to clean up a site which Pitney Bowes never physically occupied. The 7.5-acre property was used for agricultural purposes from at least 1927 to 1953. From 1954 to 1979 it was owned and utilised by CMI to manufacture musical instruments. CMI's instrument-making operations at the site ran from the 1950s until the 70s. Since 1979, it has been owned by United Duralume Products, a metal products fabricator.

## Environmental performance

	2014	2015	2016	2017	2018
Direct and indirect emissions of carbon dioxide MTCE	95,697	103,980*	99,862	98,616	91,893
Direct emissions of CO <sub>2</sub> e/US \$M revenue	7.67	7.96	7.98	7.68	8.13
Indirect emissions of CO <sub>2</sub> e/US \$M revenue	17.36	21.09	21.34	20.94	17.95
GHG emissions per unit of floor space (US tonnes CO <sub>2</sub> /ft <sup>2</sup> )	0.014	0.019	0.019	0.017	0.012

## Waste recycled/prevented

	2014	2015	2016	2017	2018
Annual pounds (US only)	11,179,760	11,665,202	9,287,065	16,347,146	10,574,606
Annual MTCE avoided	13,095	11,842	15,857	16,997	11,692
Annual MTCE avoided/US \$M revenue	3.42	3.31	4.65	4.79	3.31

## Product recycling

	2014	2015	2016	2017	2018
Cumulative pounds (US and Canada only)	48,304,194	53,709,016	57,874,935	63,273,678	68,377,428

\*Beginning in 2015, the 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.

# Our people

Our people are the heart of our business. They serve our clients, create value for our shareholders, deliver solutions to our markets and help to build stronger communities. Through generations of leadership and continuing changes in our business, we've sought to deliver our best to our stakeholders by creating a diverse and inclusive culture – one in which all employees have the opportunity to be respected, have their voices heard, develop their skills and engage in meaningful work. We are proud of our long history of intentional diversity and inclusion, and we know that providing opportunity and equity for our diverse workforce will help us to create an even better future.

## Diversity and inclusion

Our vision is to use diversity and inclusion as a competitive differentiator to be:

- More responsive to global clients
- More culturally fluent in the business needs of diverse markets, clients and decision makers
- More attractive to the best talent
- More adept at using multiple perspectives to innovate and solve problems
- More productive in working across countries, generations, cultures and ideas

*'Our commitment to diversity, inclusion and open markets is the right thing to do, imperative for our business and core to who Pitney Bowes has been for almost 100 years. Our company has evolved and adapted throughout almost a century of change, guided by these unassailable truths. We will continue to be vigilant to our values – and do the right thing, the right way.'*

— Marc Lautenbach, CEO and President

At Pitney Bowes, we define diversity broadly to encompass the visible and invisible differences that shape identity, experience and expression. These include but are not limited to geography and culture, generation, gender orientation and identification, race, ethnicity, disability, veteran status, religion, thought and communication styles.

This rich mix brings a variety of skills and talents to our workforce, from data scientists to field service technicians, sales managers to health-care professionals, web developers to legal assistants, product marketers to truck drivers and software installation specialists to user experience designers.

Our ability to look at things from multiple perspectives drives innovation and success.



*'Pitney Bowes has provided a safe place for LGBTQ people to contribute and to have a voice. This provides a sense of security and makes for a great place to work.'*

– Rustin Tonn, Senior Manager,  
Human Resources



## Our history

The high value we place on diversity, and our determination to use that diversity to strengthen our business, have been part of the Pitney Bowes culture for generations.

### 1940s

- CEO Walter Wheeler Jr. resigns from a club because of its discrimination practices.
- Pitney Bowes pulls a sales conference from hotel that would not allow our African-American sales person to stay there.
- Wheeler directs head of personnel to ensure that our workforce mirrors the demographics of the neighbourhoods in which our operations are located, including Italian immigrants and African Americans.
- Pitney Bowes participates in Fisk University's first National Dialogue on Race.

### 1950s

- The National Urban League recognises Pitney Bowes for its Equal Employment Practices.

### 1960s and 1970s

- Pitney Bowes provides funding support for NAACP and National Urban League Chapters.

### 1980s and 1990s

- Chairman and CEO George B. Harvey diversifies the Board of Directors and transforms recruiting with a focus on women and minorities.
- The Company creates Employee Resource Groups for Women, Minorities and Work/Life issues.
- Pitney Bowes funds research on the business value of diversity at the Wharton School of Business at the University of Pennsylvania in honour of George B. Harvey.
- George B. Harvey joins the Catalyst Board of Directors. Every Pitney Bowes CEO since then has been on the Catalyst Board of Directors.
- 1994 winner of Catalyst Award for the Pitney Bowes Strategic Diversity Plan.

### 2000s

- CEO Mike Critelli serves three terms as chairman of the National Urban League.
- US employee benefits policy is extended to cover eligible same-sex domestic partners and their eligible children, including adoption benefits.
- Pitney Bowes becomes a founding member of Catalyst India.

### 2010s

- CEO Marc L. Lautenbach joins Catalyst Board of Directors; becomes a founding member of Catalyst CEO Champions for Change initiative.
- In-office meditation/prayer rooms open in select offices.
- Pitney Bowes launches its Pitney Bowes Women's Inclusion Network (PB WIN), offering webinars to encourage and support career growth and development for women.
- Pitney Bowes launches its annual Next Gen Conference as a forum for young Pitney Bowes professionals to engage in discussions of company strategies.

## Who we are

We are a high-performance organisation built on a long-standing culture of diversity and inclusion.

We are men and women working across the globe toward one common goal: to create sustainable value for our clients and stakeholders.

At Pitney Bowes, we celebrate the rich mix of countries, cultures, ages, races, ethnicities, gender identities, abilities and perspectives that differentiate us as individuals and enhance our business.

We're a great place to work.



We deliver opportunity through an inclusive culture.



Forbes names Pitney Bowes as the **Best large company** to work for in 2016 and 2017



Pitney Bowes named one of **India's top 20 companies** to work for in 2018



**20%** of our global workforce is agile

Inclusion at all levels.

Women comprise:

**42%** of our workforce



**28%** of our Senior Management

**38%** of our Board of Directors

**47%** of our US workforce are people of color

**19%** of our Senior Management are people of color



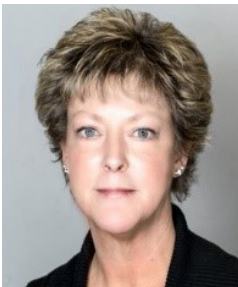
## Engaging and developing talent

We support our commitment to diversity and inclusion with a range of programmes that provide opportunities for all employees to grow, develop and contribute to our success. We use a combination of professional development initiatives, training, experiential learning and inclusion networks to help employees to advance their professional skills. We work to equip employees to understand and address our changing markets, our emerging client needs, our transforming businesses and our evolving communities.

### Gender

Throughout the year, we celebrate women and their accomplishments in serving clients, creating value and innovating in our markets.

We've seen the power of women at work in our business. Women leaders have had responsibility for over 25 per cent of our annual revenue since the 1990s, and by 2018 that figure was 40 per cent.



*'My very first role in Pitney Bowes was in customer assistance for Postage by Phone. Since then I've had the opportunity to develop my professional and leadership skills while advancing through a variety of roles at Pitney Bowes and as a part of PBWIN. I always remember that the client comes first. Whether internal or external, we all rely upon clients for our mutual success!'*

– Linda Kish,  
Director Mail Center Solutions,  
Global Product Manager

### Pitney Bowes Women's Inclusion Network (PBWIN)

- Supports the inclusion and development of women to further the company's business success.
- Is open to all employees that are committed to supporting women's growth and using their expertise to deliver more value in our markets.
- Offers global webinars and discussions on topics such as leadership development, work-life integration and embracing change.
- Provides additional site-specific offerings tailored to business, function or geographic region.

### Catalyst

Catalyst is a global non-profit organisation with a mission to accelerate progress for women through workplace inclusion. Every Pitney Bowes CEO since the 1990s has been a member of the Catalyst Board of Directors. Pitney Bowes CEO Marc Lautenbach joined the Board in 2014. In 2017, he joined *Catalyst Women on Board*, an initiative that promotes the appointment of women to corporate boards, and *Catalyst CEO Champions For Change*, which brings together more than 40 high-profile CEOs and industry leaders committed to diversity, inclusion and gender equity in the workplace.

### Generation

The Pitney Bowes Young Professionals (PB-YP) is a community for early-in-career employees and their advocates. The group meets regularly to learn more about our business, develop professional skills, participate in community service projects and network. In turn, the company leverages their insights and perspectives to fuel innovation, enhance client experience and resolve business issues.



*'As a young professional, I really appreciate how Pitney Bowes' culture and people helped me progress to the next step in my career path. Our emphasis on clients and design-thinking methodologies reinforce that we do the right thing, the right way.'*

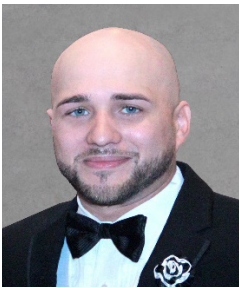
– Adam Czarnik,  
Principal UX Designer

Each summer we welcome a select group of undergraduate and graduate students from universities all over the world to internships at Pitney Bowes locations across the United States and United Kingdom. Our PB-YP network 'friends' our interns to help them gain additional insights and connect with other young professionals through community service and social activities. A key partner in our effort to identify and develop these 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 employees across a range of disciplines.

A highlight each summer is the Pitney Bowes Next Generation Conference (NextGen), where interns and young professionals have a chance to interact with our senior leadership team while learning about global commerce, our changing business and their professional development.

## Geography

We are a global company of more than 13,000 employees serving clients and markets in over 100 countries. We believe strongly that our ability to understand and respect cultural differences across geographies makes us more responsive to our clients and each other and helps us to achieve our common goals.



*'One of my goals since becoming a manager in 2015 has been to create a respectful environment that is supportive of all the different cultures we have on hand. The best way to do that was through communication and listening. With over 110 employees on my team, and 62% of them from different countries around the world, learning about different cultures and trying to understand how their cultures impact them in the workplace helps tremendously when trying to keep all employees engaged.'*

– Mo Robles,  
Assistant Operations Manager,  
Presort Services

Delivering value to clients and employees around the world requires interacting with them in alignment with local business practices, cultures and language. Our Global User Experience team helps us to do this. We host Globalisation Summits in different geographical areas. These events are great opportunities to share best practices and educate internal stakeholders about the importance of building products and communication strategies with a global audience in mind. Our Design System provides design and code guidance to help ensure great experiences for clients, wherever they may be.

## People of colour

We believe there is one race – the human race – and multiple ethnicities. We are proud that in the 1940s, our company first voiced and demonstrated its commitment to diversity and inclusion, when CEO Walter Wheeler directed personnel to make sure that our policies did not prevent hiring for reasons of race, gender or religion. At the same time, he sought to include more people of colour in our workforce to reflect the demographics of the neighbourhoods in which we operated. By the mid-1940s, people of colour had assumed a variety of roles within the company – including our first office worker of colour, an African-American woman hired in 1946. Today, people of colour comprise 47% of our company's US work-force and 19% of our senior management. We celebrate ethnicity throughout the year through observances such as Black History Month and Hispanic Heritage Month in the US.



*'I believe my team works well together because we respect each individual's contribution to our team. We hold each other accountable, push each other outside of our comfort zones and celebrate success with one another. In other words, we value all the things that make us diverse and understand the benefits of using all of those individual differences and strengths to work toward one common goal.'*

– Stacy Alexander,  
General Manager Presort,  
Pitney Bowes Presort Services – DF2

We partner with regional and national organisations such as the National Urban League, NAACP and INROADS to support the diversity of our talent pipeline and the development and advancement of our professionals of colour.



## Veterans

Military service requires purpose, commitment and collaboration in pursuit of common goals. We prize these same qualities at Pitney Bowes. We sponsor a number of events recognising veterans and veteran business owners. In addition to showing our support for veterans, these events also serve as a way for us to source talent for our workforce and veteran-owned businesses for our supplier network. Our Careers at PB site offers a military skills translator to help veterans identify opportunities at Pitney Bowes.



*'As an Infantry Officer in the Army, I experienced firsthand the power that having diverse teams with varying experiences and skillsets, can have on an organisation's success or failure. I believe having an organisation comprising many backgrounds and experiences enables us to move faster and be more agile and ultimately deliver a better experience for both our clients and our people.'*

– Sean Kane,  
Director SMB Shipping  
Product Management

We also celebrate veterans internally with a video Hall of Honour and profiles of veterans who have added their talents and skills to the Pitney Bowes team.

## People with disabilities

We recognise the value of having employees with different abilities within our workforce and offer numerous supporting programmes. One example is our collaboration with the Virginia Department for Aging and Rehabilitative Services to attract and develop new employees in the Richmond, Virginia area. Another is our partnership with the Independent Living Resource Center (ILRC) in Florida through their Job Shadowing Program. We also celebrate National Disability Employment Awareness Month with feature stories about individuals with disabilities who are an important part of our team.

## Awards and recognition

Pitney Bowes' 80-year record of advocacy and commitment to diversity and inclusion has been externally recognised with numerous awards throughout our history including:

- Equal Opportunity Employment from the National Urban League (1950)
- Catalyst Award for the Advancement of Women (1994)
- Fortune Magazine's Best Companies for Minorities (6 times starting in 1998)
- Hispanic Magazine's Top 100 Companies for Hispanics (7 times starting in 1999)
- Black Enterprise Magazine's Best Companies for Diversity (7 times in the 2000s)
- Diversity Inc's Top Companies for Diversity (5 times starting in 2001, and #1 in 2004)

Some of the ways we've been recognised for leadership in diversity and inclusion more recently:

- America's Best Employers for Women (Forbes Magazine 2019, 2018)
- America's 500 Best Large Employers (Forbes Magazine 2017, 2016)
- Olga Lagunova, Pitney Bowes Chief Data and Analytics officer, named one of 14 'Women Tech Superstars to Watch' by Hackbright Academy
- Brava Awards (YWCA of Greenwich, CT, USA)
  - 2017 – Lila Snyder
  - 2016 – Sheryl Battles
  - 2015 – Abby F. Kohnstamm
  - 2014 – Rose M. Velez-Smith
  - 2013 – Kathleen Ryan Mufson
- Stamford Alumni Chapter Kappa Alpha Psi Fraternity and the Stamford Alumni Diamond Foundation honoured Sheryl Battles, Vice President Communications and Diversity Strategy, as business person of the year in 2018
- Virginia Department for Aging and Rehabilitative Services Award, 2017

## India

- 2017 Brandon Hall Group Gold Award for Excellence in Leadership Development, 2017
- India's Top 10 IT Companies to Work For (Great Places to Work Institute), 2017
- India's Top 10 Companies to Work For (Great Places to Work Institute), 2017
- India's Best Companies to Work For (Great Places to Work Institute), recognised eight times, most recently for 2018 and 2016
- World HRD Congress/Global HR Excellence Awards, 2016
- Greentech Awards, 2016
- Association for Talent Development Excellence in Change Management Award, 2016

## Supplier diversity

Our commitment to diversity extends throughout our supply chain. We believe that having a diverse supplier base strengthens our business and provides us with a competitive advantage. The diverse businesses that we partner with provide innovative strategies while meeting or exceeding expectations in the areas of cost, quality and delivery.

We are continually looking to build relationships with the following diverse groups:

- Minorities
- Women
- Veterans, service-disabled veterans
- HUBZone
- Native American
- Lesbian, gay, bisexual and transgender (LGBT)
- Economically small disadvantaged businesses (SDB)
- Small businesses
- Americans with disabilities

### Awards

**MBNUSA Minority Business News – Corporate 101: Most Admired Companies for Supplier Diversity – 2016 and 2017**

**WBENC 'America's Top Corporation Award' – 2016 and 2017**

**WPEO-NY Outstanding Women's Business Advocate for the NY Region – 2017**

**US Veteran's Magazine – Top Supplier Diversity Program – 2017**

**NaVOBA Best Corporations for Veteran's Business Enterprises – 2017**

**NaVOBA America's Top Military Friendly Supplier Diversity Programs – 2016**

**NaVOBA Corporation Veterans Advocate Champion – 2016**

**Women's Enterprise USA magazine's WE 100 Corporations of the Year – 2016**

**MBNUSA Champion of Supplier Diversity Magazine – 2016**

**DiversityPlus Magazine Ranked Top 30 Champions of Diversity – 2016**

**National Corporation of the Year (Greater New England Minority Supplier Development Council – GNEMSDC) 2016**

## 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. 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 2018, for the fourth year in a row, employees participated at a rate that placed us at the top of our industry. Our thanks to the 89% of employees who responded with valuable feedback.

Using data from the survey, we identified our top managers of highly engaged teams and created a series of articles, videos and infographics to highlight their work, published it on OurPB as a resource for all managers and employees, and promoted it through weekly and monthly emails and digital signage. We also enhanced our communication platforms with an expanded CEO video series and weekly/bi-weekly team calls by senior leaders. Our digital channels allow all employees across the globe to interact in real-time. Together these initiatives led to a 14.3% increase in intranet visits.

## Development

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

The Learning, Leadership & Organizational Development organisation provides support for professional development, including offerings that improve and promote career mobility and employability. In addition, we provide programmes to improve role-based proficiency and leadership competency.

These programmes are delivered in a variety of formats, including leading-edge virtual/mobile offerings that are available to employees. The Talent Development organisation provides a set of tools to enable individual development planning and track progress against identified development goals.

We believe that it's important for employees to have opportunities to use the skills that they develop. To that end, we have increased our focus on internal mobility by implementing a 'look inside first' policy when we search for talent. We have also improved our internal web resources to help employees to pursue such opportunities.

In 2018 we launched our Enabling High Performance strategy, which replaced annual performance reviews with quarterly manager check-ins to discuss employees' performance in the context of goals. To make this possible, we provided managers with training on how to have effective feedback conversations. In 2019, we are following this up with a new coaching programme for all people managers. Our intent is to equip managers with the knowledge and skills needed to integrate coaching into their leadership style, so that they can develop their people to better succeed on their own. Managers will learn the difference between feedback and coaching and be able to have effective coaching conversations with their directly reporting employees and peers.

Over the last several years, we have developed and implemented a comprehensive offering of core leadership development programmes. The elements include:

**Leadership Essentials for Managers:** This programme is designed for leaders who are newly hired or newly promoted to frontline manager positions, but it is also open to frontline managers who have not completed a leadership development programme since acquiring their position. We offer it both as a standalone programme and as a prerequisite for role-specific leadership programmes for client-facing groups such as Sales, Client Operations and Global Service.

**Site Leader Network (Lead Locally, Engage Globally):** Building a sense of community, collaboration and vitality at our work sites is a critical component of sustaining our culture and values. This programme, launched in May 2017, identified senior leaders to serve as site leaders at facilities with 50 or more employees. These leaders engaged teams to sponsor initiatives in their communities, develop site-wide communication strategies and gain a deeper understanding of the talent at their sites. We support these leaders with monthly updates on corporate initiatives as well as site-specific information.

**High Potential programmes:** We believe strongly in identifying and investing in high-potential talent to help to accelerate business results and ensure a strong pipeline at all levels of

the organisation. We have four enterprise-wide High Potential programmes in addition to specific leadership initiatives for individual business units:

*SPRINT* is a six-month development programme for individuals at the non-exempt and entry-level exempt levels of the organisation. Launched in the Sending Technology Solutions business unit in April 2017, *SPRINT* is designed to educate employees on topics such as development planning and the skills and capabilities required for frontline managers, while providing interactive access to leaders at multiple levels of the organisation. In 2018, we extended *SPRINT* to all Pitney Bowes business units and we are offering it again in 2019.

*The Early in Career (EiC) programme* is an 18-month global offering designed to accelerate the professional and personal growth of employees with up to ten years of professional experience as identified through our Strategic Talent Review process. Programme participants are mentored by senior executives, receive group coaching and attend professional development seminars. At the climax of the programme, they are assigned to work on visible challenges and opportunities developed by executive sponsors. The fifth cohort of programme participants graduated in the summer of 2019 and have since been deployed across the organisation.

*BTS (Business Training Systems)* is a 2½-day business simulation exercise that educates our High Potential Senior Managers and Directors on business acumen and the importance of decision-making in business. This in-person training puts leaders into businesslike situations in which they have to make real-time decisions and then witness the long-term effects of those decisions.

*ExecOnline* is a new partnership that we launched in the summer of 2019. This partnership allows our most senior executives to take appropriate business certification courses from top universities such as Yale, Columbia and MIT.

## Health and wellness

Providing a healthy work environment has been an important part of our culture at Pitney Bowes for nearly 100 years. In maintaining our commitment, we offer comprehensive benefit programmes to more than 13,000 employees worldwide.

### Achieving physical, emotional and financial well-being

Our *Project: Living* website serves as the gateway to resources and programmes to help employees and their families at work and at home. With its 'Plan for tomorrow, live for today' theme, the website enables employees to connect with resources and services to support their physical, emotional and financial well-being. Topics covered range from health and wellness to benefits, financial planning and countless other aspects of a healthy life.



Free programmes and benefit offerings are available year-round in a variety of regions and locations with a focus on:

- Preventive care and cancer screenings
- Nutrition, fitness and weight management
- Resiliency, stress and mental health
- Financial planning and savings
- Smoking cessation
- Back pain prevention
- Flu vaccinations and other travel medicine needs

For over a decade, employees from around the world have been uniting for our 'One-in-a-Million' one-day walking event. This event serves as the kick-off to our annual employee health and fitness month, which offers activities that highlight the importance of daily physical activity for energy and performance. In 2018, employees in 70 locations walked more than 40 million steps on One-in-a-Million Day. Through these and other programmes, Pitney Bowes has earned recognition from organisations such as the National Business Group on Health® and the American Heart Association for our continued efforts to promote and support employees' health, wellness and engagement.

Financial well-being is also important to overall health, so we offer programmes that will help employees to manage their finances and plan for the future. In the US, we introduced new benefits to help employees to manage their money wherever they are in their financial journey. Programmes such as CommonBond help our employees to refinance existing student loans, tackle high debt or seek new loans for themselves or their college-bound children. Other programmes like Even and Purchasing Power help employees to manage their cash flow, access pay cheque funds when needed and obtain credit and interest-free financing to help with major purchases.

Like these benefits, our retirement plan is also driven by our Core Value of 'We do the right thing, the right way'. In recognition of our ongoing efforts to help employees to build a strong financial future, last year PLANSPONSOR magazine named Pitney Bowes as the 401(k) Plan Sponsor of the Year for plans with assets of over US \$1 billion.

### Empowering health-care consumers

In addition to providing high-quality affordable care to more than 10,000 US employees, we structure our benefit offerings to make access to care as convenient as possible. Four onsite medical clinics provide care to our workforce at those locations and to employees visiting from afar. Employees can also obtain cancer screenings for breast or skin, health screenings with coaching, vision and hearing tests, smoking cessation support and other services.

In partnership with our benefit suppliers, we conduct workshops and webinars on sleep disorders, addiction, mental health, parenting, elder care and other topics. Employees and family members also have 24-hour access to a network of registered doctors and providers online through Amwell. Our *Project: Living* website offers employees easy access to resources and information that help them to make informed and cost-efficient decisions when seeking care.

### Turning purpose into action

We aspire to motivate employees to take control of their own health and share accountability in making positive lifestyle choices. Through programmes like Wellness Perks, employees and covered spouses or domestic partners can earn incentives for making physical activity a part of their everyday life.

We also offer nutrition, fitness and emotional wellness events through our network of nearly 100 Wellness Champions who volunteer their time at work locations around the world. For our virtual workforce, we offer online and phone-based services including nutrition counselling, health coaching and team-based motivational programmes conducted by a team of registered dietitian-nutritionists, an exercise physiologist and certified health coaches.

### Taking the stigma out of mental health

Recognising that resiliency, stress management and mental health are essential to overall well-being, we expanded the Employee Assistance Program (EAP) and partnered with a global supplier in offering free EAP services in over 20 countries. Through our EAP, employees and their families have access to no-cost counselling and other work/life resources.

### Guidance and support for those affected by cancer

In our continued partnership with Johns Hopkins, we offer Work Stride: Managing Cancer at Work, which offers a dedicated oncology nurse navigator who provides personalised, compassionate guidance and education to those affected by cancer, whether directly or as a caregiver. The programme also offers managers assistance in dealing with the impact that cancer can have on the workplace.

### Innovating for the future of health care

As a founding member of the Health Transformation Alliance (HTA), we have joined 50 like-minded companies, representing six million employees, to address health-care issues in the US. Since joining the HTA, we have identified and launched network solutions comprising high-value providers, and we have partnered with CVS Health to offer cost-effective coverage for prescription drugs. We will continue to focus on innovative solutions that reduce health-care costs while creating a highly personalised and efficient experience for our employees.

## 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 and health
- Industrial hygiene
- Environmental systems
- Carbon and energy management
- Compliance with global regulations regarding our products and operations
- EHS management systems

Our EHS management system covers the full range of EHS areas and provides comprehensive tools for resolving them. It includes:

- Organisation and oversight
- Risk assessment
- Reporting and incident investigation
- Inspections and audits
- Management of change
- Communication
- Training

### Compliance reviews

Under our EHS system, we regularly conduct thorough reviews of our operations, our waste management and recycling partners and our supply base. In 2018, we completed in-person reviews of 24 domestic and international Pitney Bowes locations; in addition, we regularly work with the operations to provide training, address questions and otherwise assist on safety matters beyond the site visits themselves.

### Due diligence process

In addition to compliance audits, our due diligence process requires thorough environmental and safety assessments of potential acquisitions and divestitures to ensure that historical practices have not impacted the environment and that current workspaces are free from recognised hazards. In 2018, we acquired several new businesses, and as part of that process we conducted wall-to-wall safety assessments, employee training and follow-up compliance assessments to complete the EHS picture of these new businesses and related facilities.

## Training and communications

Our ongoing multimedia training programmes are designed to reach all our employees regardless of where they are located, whether agile or workplace-based. To achieve this we use a combination of daily huddle topics and new employee orientation delivered by our line supervisors, communications via digital screens, posters or newsletters and a learning management system encompassing more than 90 courses available 24/7 in 10 languages.

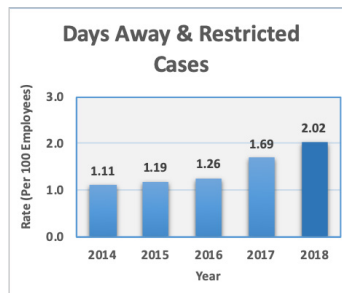
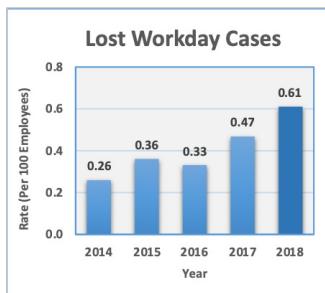
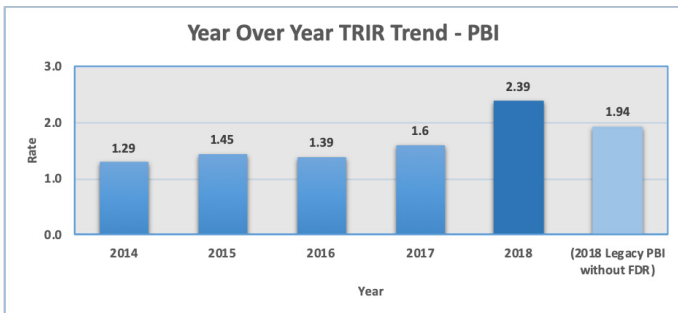
Across all these media, our message is consistent: we strive to keep our workplaces free from hazards, and our employees play an integral and vital role in actively participating in our safety programmes, with the goal of ensuring that all employees go home to their families at the end of the day safe and sound. Last year, our EHS team delivered monthly webinars to the safety contacts and general managers at each location to ensure consistency in our training and messaging. Each of our facilities has an internal safety board and signage designed to communicate local safety messages and performance.



## Performance

Leading indicators are an important part of our overall EHS performance assessment. Indicators such as safety committee meetings, employee training and facility inspections are tracked on a monthly basis, and we rate each facility's overall performance. We continue to see improvements in these metrics.

In 2018, our global rate of recordable injuries increased in comparison to the prior year. Major contributors to the increase were manual material handling incidents, specifically sprains and strains.



## Safety case studies:

### Safety awareness campaign

In addition to our EHS course offerings and in-house programmes, we continue to enhance our training and communication efforts through the creation and distribution of informational materials related to topics of interest to our businesses. Each box includes posters, placards, training topics for supervisory use, employee handouts and more. Topics this year included:

- Forklift safety
- New-employee orientation guidance
- General EHS rules

# FORKLIFT SAFETY

### OPERATOR SAFETY RULES

**CAUTION** Forklift trucks operating

**ONLY** trained personnel are allowed to operate lift trucks on this site.

- ✓ Yield to pedestrians
- ✓ Be aware of overhead clearances and road surface conditions
- ✓ Stay at least 3 truck lengths behind vehicles ahead
- ✓ Come to a complete stop before reversing
- ✓ Keep your arms and legs in the truck
- ✓ Wear safety belt and PPE
- ✓ Obey speed limits

• Forklifts must be carefully inspected daily

- Seatbelts must be worn at **ALL TIMES**
- Sound horn and drive slowly

• **DO NOT** travel with forks raised

### PEDESTRIAN SAFETY RULES

Forklifts have many blind spots and cannot stop quickly. So **NEVER** assume the driver can see you or will be able to avoid you.

**ALWAYS**

### OBEY THESE RULES:

- Approach a forklift after you have first made eye contact with driver and been acknowledged
- Be alert to oncoming vehicles and horn signals
- Give forklifts right-of-way
- Use and stay in walkways provided
- Look for and obey **ALL** safety signs

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## EMERGENCY EVACUATION AREA

➔

**During an evacuation we meet:**

- Wear proper PPE for the task you are performing
- SSE information is located:
- Keep emergency exits & walkways clear
- Keep all machines guarding in place & report any issues to your supervisor
- Only trained personnel may operate forklifts or pallet jacks
- Be aware of pedestrian and forklift traffic

**For a shelter in place go to:**

- Never tamper with equipment that has to be locked out
- Think about your lift & protect your back
- Report injuries & unsafe conditions to your manager
- Do not walk under conveyors
- Obey all safety warning signs
- Keep work areas clean & clear

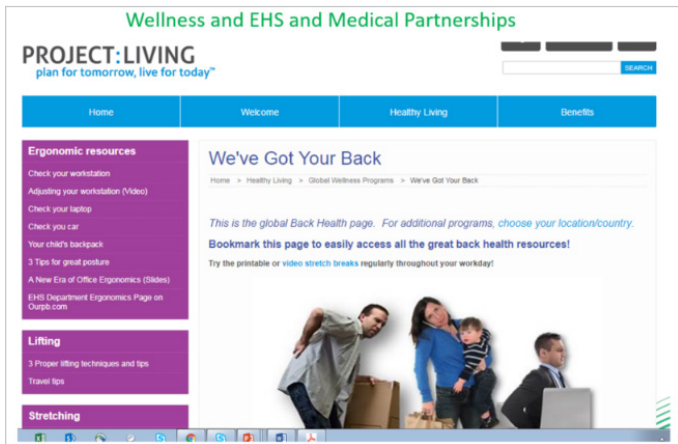
# Safety is our First Priority

## Ergonomics in the workplace

EHS continues to raise awareness regarding manual material handling injuries within our operational sites through on-site and web-based training. In 2018, we held an open house in each of our Connecticut locations to showcase our EHS, medical and wellness programmes. We provided hands-on ergonomic equipment demos as well as guidance and information on our EHS programmes. In addition, we developed an 'ergo guide' for both agile and office-based employees on how to obtain an ergonomic assessment, ensure that workstations are set up properly, and obtain tools to improve comfort and ergonomics.



EHS, medical and wellness open house



## Ergonomics

### Managing the ever changing landscape of ergonomics in and out of the office

Allison J. Bresloff, CSP  
Director, EHS Operations

Lunch and Learn meetings/webinars

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## Office Ergonomics

Employee Reference Guide

*Your workstation should be adjusted to maximize your comfort and to enhance your productivity. This guide will help you adjust your work tools to support your body, and presents ergonomic principles to help you maintain a healthy working posture.*

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What is ergonomics?

Ergonomics is the science of applying workplace design to maximize productivity while reducing fatigue, discomfort and injury. Ergonomics is the idea of **“fitting the task to the body”** to ensure comfort.

Essential Ergonomic Concepts

Good working habits play an important role in office ergonomics. Changing behaviors can be difficult, and occurs over time, but the benefit is improving your comfort and preventing workplace injury.


Work in a Neutral Posture

Awkward postures require excessive muscle activity to maintain and place the body at risk for discomfort. These postures often involve twisting, bending and pivoting. Without formal training, you probably know an awkward posture when you're in it!

To promote comfort and productivity, it is recommended that you work in a healthy, neutral posture. These postures require minimal muscle activity and are critical to health and comfort. Your back, shoulders, arms, wrists and legs should be in a supported, relaxed position to ensure health and circulation during seated tasks.

Neutral Reach Zone

Position equipment that you use frequently within a comfortable arm's reach. This area is called the "neutral reach zone." Frequently used items are often the phone, document holder, and reference documents. You should not have to reach to get these.




Movement is Critical


Overwhelming evidence points to the idea that fixed postures are unhealthy for our body. Simply by periodically leaning back and reclining in your chair, you will encourage movement and improve your circulation, promoting spinal health. If needed, unlock your chair and adjust the recline tension so that the chair moves when you move, yet remains supportive.

Take Rest Breaks

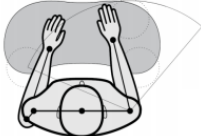
Proper rest breaks allow the body to recover from periods of repetitive stress and to increase body health and circulation. Such breaks could include actual work breaks, or simply switching gears and performing different tasks for a few minutes.



2-3 short "microbreaks" (30 seconds to 2 minutes) per hour are recommended.



Every 20 minutes, look 20 feet away for 20 seconds to promote visual comfort





## Case study

### Focused ergonomic training in Commerce, CA

The acquisition in late 2017 of our Fulfillment Deliver and Returns business brought new ergonomic intervention opportunities. We conducted a full day of ergonomic training and assessment for this location. Employees were trained in proper methods of assessing workstation heights, using pallet lifters, moving material throughout the building and placing tools in the work area, including the height of scales. We also led a review of the overall work flow in order to identify potential improvements. We look forward to implementing improvements in 2019.



### Automated external defibrillator and supporting training:

We have now equipped our largest offices in the UK with Automated External Defibrillators (AED). In addition, an employee who is also a volunteer First Responder in his community volunteered to train other PB colleagues in AED use. This training complements our normal first-aid training with content specifically tailored to the Pitney Bowes working environment.



**AED (automated external defibrillator) in Welfare room**

# Clients and suppliers



Doing the right thing, the right way applies across everything we do, from our focus on our clients, product design, manufacturing, marketing, sales and support to the ways that we manage our supply chain and other external relationships.

## A better client experience

In 2018, we created a client experience centre of excellence to drive a unified enterprise experience strategy. This centre of excellence partners with the business, functional and other leaders to:

- Drive and evolve the vision, strategy and practices for enterprise client experience.
- Ensure that delivering an exceptional client experience is embedded in business and functional strategies.
- Drive an integrated approach to measuring the impacts.

We have also established business-specific client experience leadership to complement this work at the enterprise level.

## Supplier Code of Conduct

Pitney Bowes is committed to the highest standards of product quality and business integrity in its dealings with suppliers, including requiring 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 that our relationships with suppliers support this commitment, we provide our suppliers with a Supplier Code of Conduct. We expect our suppliers to apply the code's standards to their own extended sources of supply engaged in the production of goods and services for Pitney Bowes.

## Global supplier diversity programme

We are committed to growing our business using diverse suppliers. We believe diverse businesses enhance our global supply base, providing innovative strategies and solutions while meeting or exceeding expectations in the areas of cost, quality and delivery. We 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 transgender (LGBT)
- Economically small disadvantaged businesses (SDB)
- Small businesses
- Americans with disabilities

We have established a dedicated Supplier Diversity Advisory Board that includes the VP of Diversity, Inclusion and Employee Engagement as well as senior leaders from our businesses. In addition, we work with a variety of external groups focused on the growth and sustainability of diverse businesses.

We have a new supplier diversity registration portal for diverse businesses at <https://ct.supplierone.co>, where Pitney Bowes employees responsible for procurement can search for qualified diverse suppliers. Other current initiatives include the following:

- Sourcing: Implementing category-level goals and targets throughout the supply chain organisation. Category managers are assigned subcontracting targets and must develop a sourcing plan to support the inclusion of diverse businesses.
- Development: Helping existing diverse suppliers to expand their offerings or improve processes to enable them to capture additional Pitney Bowes business.
- Communication: Ensuring that stakeholders across the company understand the benefits of a diverse supplier base, and communicating the business case to senior management and the leadership of our procurement partners in HR, facilities and engineering.
- Metrics: Developing a robust performance scorecard to clarify current conditions, future opportunities and action items for quarterly presentation to sourcing teams and senior management.

### Reporting

We report quarterly diverse supplier spend and assess it in relation to our own internal goals as well as the US Small Business Administration subcontracting plan. Our quarterly reporting capability includes second-tier spend, which we provide to clients representing at least US \$1,000,000 in annual revenue. We use an indirect reporting model based on the percentage of revenue from each client and the percentage of spend across diverse supplier categories. We currently monitor spend for the following business types: Small, minority, women, veteran, service-disabled veteran and HubZone.

### 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 to do business with Pitney Bowes, diverse businesses are encouraged to register via the supplier diversity portal at <https://ct.supplierone.co>. We also encourage them to seek certification from one of the following agencies:

- National Minority Supplier Development Council (NMSDC)
- Women's Business Enterprise National Council (WBENC)
- Small Business Administration (SBA)
- Association for Service Disabled Veterans (ASDV)
- National Gay and Lesbian Chamber of Commerce (NGLCC)
- National Veteran-Owned Business Association (NaVOBA)
- Minority Supplier Development UK (MSDUK)
- WEConnect 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 organisations that are dedicated to the advancement of diverse supplier development:

- The National Minority Supplier Development Council
- The Women's Business Enterprise National Council
- The National Veteran Owned Business Association

### Global supplier diversity performance

In 2018, overall diverse spend was 16.7% of the overall qualified spend, up from 13.0% in 2017. The total attributed to Small and Diverse spend was 34.5%, up from 29.5% in 2017.



## Recognition and awards

We have received numerous awards and recognition for our global supplier diversity programme, including:

- MBNUSA Minority Business News – Corporate 101: Most Admired Companies for Supplier Diversity – 2016 and 2017
- WBENC 'America's Top Corporation Award' – 2016 and 2017
- WPEO-NY Outstanding Women's Business Advocate for the NY Region – 2017
- US Veterans Magazine – Top Supplier Diversity Program – 2017
- NaVOBA Best Corporations for Veteran's Business Enterprises – 2017
- NaVOBA America's Top Military Friendly Supplier Diversity Programs – 2016
- NaVOBA Corporation Veterans Advocate Champion – 2016
- Women's Enterprise USA magazine's WE 100 Corporations of the Year – 2016
- MBNUSA Champion of Supplier Diversity Magazine – 2016
- DiversityPlus Magazine Top 30 Champions of Diversity – 2016

## 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 (the 'Covered Countries'). Pitney Bowes' Form SD and Conflict Minerals Report, in which we disclose the supply chain due diligence we undertook in 2018 to try to determine whether any conflict minerals used in our products may have originated in the DRC Covered Countries, can be viewed at [pbi.bz/corporate](http://pbi.bz/corporate).

## Transparency in our supply chain

### California Transparency in Supply Chains Act/ UK Modern Day Slavery Act statements

In compliance with the state of California's Transparency in Supply Chain Act and the UK Modern Day Slavery 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 as 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 our full California Transparency in Supply Chain Act statement [pbi.bz/ca](http://pbi.bz/ca) and our UK Modern Day Slavery Act statement [pbi.bz/msa](http://pbi.bz/msa)

# Community: Creating meaningful impact

We are dedicated to being a positive force for change and strengthening 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.

We focus our philanthropy on literacy and education, which are essential contributors to the growth of healthy individuals, strong communities and a vibrant economy. This focus is also a natural extension of our culture, which places a high value on learning and collaboration. We support programmes for children, families and teenagers that encourage reading, address the opportunity gap, prepare people for successful employment and enhance the capability and opportunities of the future workforce.

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

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.

## Literacy and education



Every child deserves the chance to grow into a healthy, productive adult.

We focus our philanthropy on education in order to increase and enhance opportunities for all students in school districts where we have a presence:

- We serve young children through early literacy programmes that encourage parent engagement, stimulate development of language and literacy skills and foster a true love of learning.
- We serve children from nursery school through middle school with year-round educational programmes, both school-based and after-school. We support in-school programmes that focus on literacy, the core curriculum, and science, technology, engineering, arts and maths (STEAM) disciplines. We also support summer programmes that help to 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. Subject areas include language and STEAM as well as business, entrepreneurial and communications skills.

In addition to our direct grant-making, we encourage employees to donate their talent and expertise through skills-based volunteering activities. From mentoring to participation on nonprofit boards, employees across the company donate thousands of hours each year to help children and families in our communities.

Programmes supported include:

### Early childhood education

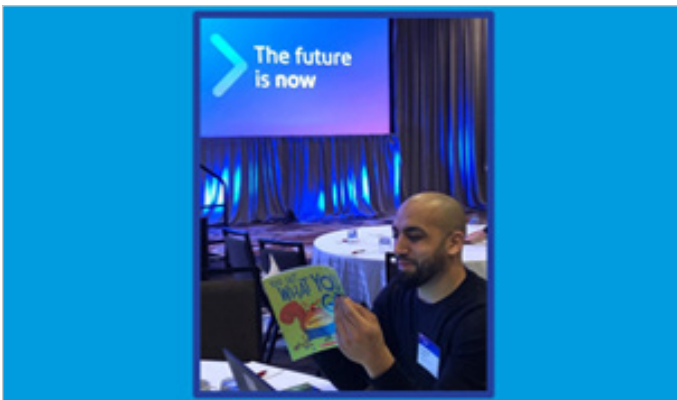
A grant from the Pitney Bowes Foundation helped Read to Grow to promote early childhood literacy in Bridgeport, CT. The grant provides literacy packages to families of babies born at Bridgeport hospitals, and free children's books for families to keep, available at Book Places hosted by non-profits throughout the city.

Our support for Children's Learning Centers of Fairfield County (CLC)'s full-day, full-year Head Start programme serves low-income families in Stamford, many of whom are English language learners. Our grant enables parents to work full-time while their children receive extra help in preparation for kindergarten. CLC's holistic approach includes nutritious meals and snacks, family support services and a curriculum relating to social and emotional development.

Other early childhood education programmes that we support include:

- Jumpstart for Young Children Kindergarten Readiness Program, Atlanta, Georgia
- Kent Education Foundation Bright Beginnings Early Childhood Program Spokane, Washington
- Mercy Learning Center Early Childhood Education Program, Bridgeport, Connecticut
- Mi Escualita Early Childhood Education Program, Dallas, Texas
- Rainbow Village Early Child Development Center, Atlanta, Georgia
- Regional YMCA of Western Connecticut Children's Center, Danbury, Connecticut

### Youth literacy programmes



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 from nursery school to year 6, conduct craft projects and help the children to choose a new book of their own to take home. In 2018, our 'Share the Message: Read!' activities again included 'Explore. Innovate. Play!' at the Discovery Museum and Planetarium in Bridgeport, Connecticut. Our newest family/teacher resource guide and related employee volunteer toolkit introduce students to the topic of coding.

Other local, regional and national youth literacy programmes we support include:

- Bridgeport Public Education Foundation Reading Enrichment Program, Bridgeport, Connecticut
- Communities in Schools, Atlanta, Georgia
- Danbury Youth Services Kids Literacy Program, Danbury, Connecticut
- DIBS for Kids, Omaha, Nebraska
- Everybody Wins, Atlanta, Georgia
- Literacy Access Fund programme to ensure young learners' equal access to public library resources, several locations nationwide
- Literacy Center of West Michigan Family Literacy Programs, Detroit, Michigan
- Literacy Volunteers of Rensselaer County's Read to a Child Power Lunch programme, Albany/Troy, New York
- Operation Outreach in Detroit, Michigan and Troy, New York, public schools
- Reach Out and Read, several locations nationwide
- Reading Partners One-to-One Literacy Tutoring, Minneapolis, Minnesota
- ReadWorks, Bridgeport, Connecticut
- United Way of Western Connecticut Strong Start Neighbourhood Early Literacy Program, Danbury, Connecticut
- Whole School Whole Child Program at City Year, Detroit, Michigan

## Mentoring



The Pitney Bowes Foundation continues to invest in the Connecticut-based Governor's Prevention Partnership's efforts to strengthen mentoring programmes nationwide. Our most recent grant has enabled GPP to build training programmes that strengthening mentors' ability to understand and work with mentees who have been affected by trauma.

Our support of Big Brothers/Big Sisters affiliates across the country helps to ensure that young people have a mentor who can help them to achieve their dreams. In 2018, the Pitney Bowes Foundation provided grants to the Big Brothers Big Sisters programmes in the Fox Valley Region (Appleton, Wisconsin), the Capital Region (Troy, New York), and the Inland Northwest (Spokane, Washington) that enabled them to advance mentoring programmes and improve education outcomes to prepare students for college and their careers.

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 by inspiring adults to read to children. In March 2018 (National Reading Month), we were again Visionary Sponsors of Read to a Child's national digital fundraising campaign to help to 'Spark Something Meaningful – Help Kids in Need Love to Read'. The Pitney Bowes Foundation again provided a grant to support the expansion of Read to a Child's national lunchtime reading programme.

Other mentoring programmes that we support include:

- Best Friends of Neenah-Menasha, Neenah, Wisconsin
- Danbury Schools and Business Collaborative School-based Mentoring and Early College Opportunity programmes, Danbury, Connecticut
- Future Five College Prep Program, Stamford, Connecticut
- Mentoring for Academic Achievement and College/Career Success (MAACS), Bridgeport, Connecticut
- United Way of Greater Atlanta Learning Spaces Program Atlanta, Georgia
- Urban Impact, Bridgeport, Connecticut

### School-based programmes

The Pitney Bowes Foundation supported the development of Success for All's Tutoring with the Lightning Squad, a multimedia tutoring tool for students in years 2–4. Produced in collaboration with Sirius Thinking, Ltd., John Hopkins University and Sesame Workshop, this small-group, computer-assisted tutoring programme helps children to build critical literacy skills. Our most recent grant has enabled Success for All to develop additional individual practice options to enable students to continue to advance their learning when their Tutoring with the Lightning Squad partner is absent.

The Pitney Bowes Foundation partnered with MIND Research Inc. to provide transformative mathematical experiences to students from nursery school to year 9 in locations across the country. MIND provides a highly visual, personal, engaging and rigorous maths experience, building skills that are increasingly valued by technology companies and inspiring students to become creative problem solvers.

We also support the school-based programmes of Teach for America in Bridgeport, Connecticut.

### After/Outside of school programmes

Boys & Girls Clubs throughout the United States have benefited from our employees' volunteer involvement as well as funding from the Pitney Bowes Foundation. 2018 Foundation grants were awarded to the Boys & Girls Club of Spokane County (Washington), the Boys & Girls Clubs Of Greater Dallas (Texas) and the Boys & Girls Clubs of Indianapolis (Indiana), among others, to ensure student literacy and academic success.

Other after/outside of school programmes that we support include:

- Trinity River Mission (Dallas, Texas)
- Wakeman Memorial Association Inc. (Bridgeport, Connecticut)
- Wellspring (Detroit, Michigan)
- YouthGo (Appleton, Wisconsin)

## Summer learning

At the national level, we support Horizons National Student Enrichment Program, which provides summer academic enrichment programmes for at-risk, low-income students in partnership with nearly 500 independent schools, colleges and universities in the US. The programme's offerings span literacy, science, maths, arts, sports and cultural enrichment at every level from nursery school to secondary school. In small classes led by professional teachers, students dive into a rich curriculum with a focus on reading, STEM and art. Our Foundation support provides Horizons affiliates with reading specialists, assessment tools, training and STEM materials to help to manage the curriculum and facilitate data sharing with parents and public schools.

We also support other summer learning programmes including:

- Starfish Connection's After School and Summer Enrichment Programs (Stamford, Connecticut)
- Person To Person P2P Summer Campership Program (Fairfield County, Connecticut)
- Stamford Public Education Foundation's Mentoring Programs (Stamford, Connecticut)
- Odyssey Summer Program (Atlanta, Georgia)
- Person to Person Campership Program (Fairfield County, Connecticut)
- SoundWaters (Fairfield County, Connecticut)
- Regional YMCA of Western Connecticut Escape to the Arts Summer Program (Danbury, Connecticut)
- Project Transformation North Texas (Dallas, Texas)
- Page Ahead Children's Literacy Summer Reading Program (Spokane, Washington)

## Youth leadership development

Since 1992, we've collaborated with buildOn, a global non-profit organisation focused on helping inner-city students in the US to expand their horizons and develop critical skills. Its signature programmes engages students in building schools in developing countries, thus creating opportunities for others as well as themselves. We participate in buildOn's Corporate Partner programme, engaging employee volunteers to help students develop college, career and financial literacy skills. This year the Pitney Bowes Foundation funded buildOn Youth Engagement Zones and School-Wide Service Projects at Western International High School (Detroit, Michigan) and Bassick High School (Bridgeport, Connecticut).

Other Youth Leadership Development programmes that we support include:

- Essential2life Inc FIFTEEN Youth Leadership Program, Atlanta, Georgia
- Kids Helping Kids Launching Libraries Program, Stamford, Connecticut
- MPKids, Dallas, Texas
- Stamford Public Education Foundation's Children's Leadership Training Institute, Stamford, Connecticut

- Valley United Way Youth Leadership Development Program, Shelton, Connecticut
- Young Men's Christian Association Of Stamford LEAD After School Program, Stamford, Connecticut

## Entrepreneurship education

At the national level, Pitney Bowes and the Pitney Bowes Foundation have been supporting the Network For Teaching Entrepreneurship (NFTE) since 2000. NFTE programmes inspire young people from low-income communities to build entrepreneurial skills, launch businesses and connect experiential learning to educational programmes. Pitney Bowes Foundation grants have supported NFTE's World Series of Innovation: Sustainable Development Goals Online Challenge, as well as Summer Biz Camps and Innovation Days in Dallas, Texas, Washington, D.C., New York, New York, and Boston, Massachusetts. We have also supported NFTE's Global Showcase and signature regional events.

In 2018, the Foundation supported NFTE's 'entrepreneurship in Every School: Startup Tech' programme. This programme blends learning with entrepreneurship by asking students to identify ways to improve their world and then build marketable digital solutions using MIT App Inventor. Students create an original app that addresses a community need, develop a corresponding abbreviated business plan and marketing materials, and present in a Startup Showcase expo for a chance to win funding and publicity.

Another entrepreneurship education programme that we support is the James J. Hill Reference Library's Support for Young Entrepreneurs in St. Paul, Minnesota.

## STEAM (Science, Technology, Engineering, Arts and Maths) education

With support from the Pitney Bowes Foundation, the Connecticut Science Center is transforming schools in Stamford with new, engaging ways of teaching science from nursery to second-level education and sparking interest in STEAM. In October 2019, the Center will open a Pitney Bowes Foundation-supported exhibit that explores the impact of human beings on our planet in the past, present and future. Our in-kind donation of GIS data sets will enable students not only to visualise Connecticut climate data but also to learn about the power of the technology and the possibility of building a successful career on it.

Other science, technology, engineering and maths programmes that we support include:

- Cardinal Sheehan Center STEM Program, Bridgeport, Connecticut
- Children's Museum Of Science and Technology (CMOST) STEAMing into Troy Program, Troy, New York
- Connecticut Science Center Next Generation Science Standards Teacher Training, Shelton, Connecticut



- Discovery Museum STEM Education Fund, Bridgeport, Connecticut
- Greater Capital Region Science and Engineering Fair, Albany/Troy, New York
- Housatonic Community College Science Technology Engineering Art and Maths (STEAM) Center of Excellence, Bridgeport, Connecticut
- TEAM Inc. Tech Stars Computer Literacy Program, Shelton, Connecticut

### Arts education

- Capital Repertory Company On-the-Go Program, Troy, New York
- City Lights & Co. Multicultural Arts Program, Bridgeport, Connecticut
- Connecticut Ballet Dance Exposure Project, Connecticut
- INTAKE Organization's Reading Music, Reading at Grade Level Program, Fairfield County, Connecticut
- Neighbourhood Studios of Fairfield County Saturday Studios, Bridgeport, Connecticut
- New Haven Symphony Orchestra Shelton Family Concert Series, Shelton, Connecticut
- Project Music – Archipelago – El Sistema Academy, Stamford, Connecticut
- Ridgefield Playhouse Charlotte's Web Writing Workshop and Theater Exposure Program, Fairfield County, Connecticut
- Silvermine Arts Center at Trailblazers Academy, Stamford, Connecticut
- Stamford Public Education Foundation All-School Musical, Stamford, Connecticut
- Valley Shakespeare Festival Company: Thornton Wilder's Our Town, Shelton, Connecticut
- Young Playwrights Festival, Stamford Center For The Arts, Stamford, Connecticut

### Adult literacy and education/workforce development

Pitney Bowes and the Pitney Bowes Foundation are proud of our decades-long partnership with Junior Achievement Worldwide, one of the world's largest youth-serving NGOs. For 100 years, JA has delivered hands-on, experiential learning that creates pathways to employability, job creation and financial success. We support JA both through employee volunteering activities in teaching programmes such as 'JA in a Day' and through Pitney Bowes Foundation grants. This year, we supported Financial Literacy education, career readiness mentoring and the JA Stock Market Challenge in Troy, New York; New York, New York; and Bridgeport, Shelton, Danbury, Stamford and Norwalk, Connecticut.

Through our longstanding support of the Creating IT Futures Foundation's IT-Ready programme, we help to diversify the tech industry and open career doors to a wider demographic.

The IT-Ready programme encourages populations that traditionally have been under-represented in the IT workforce, such as women and people of colour, to launch tech careers.

The Pitney Bowes Foundation is also a long-time supporter of NAF and its efforts to bring education, business and community leaders together to transform the high school experience. Our most recent grant to this national organisation has been directed to the NAF Academies of Engineering to develop and diversify the next generation of engineers.

Other Adult Literacy and Education/Workforce Development programmes we support include:

- Burroughs Community Center English Language Services, Bridgeport, Connecticut
- CAP Services Skills Enhancement, Appleton, Wisconsin
- Family Centers' Promoting Career and College Readiness with adult ESL students, Stamford, Connecticut
- Ferguson Library Summer Sunday Hours, Stamford, Connecticut
- Inspirica Jump Start Career Program, Stamford, Connecticut
- Literacy Action programme for adults with low literacy levels, Atlanta, Georgia
- Mercy Learning Center's Literacy and Life Skills Program, Bridgeport, Connecticut
- Norwalk Community College Summer Bridge Math Intensive Program, Fairfield County, Connecticut
- Richardson Adult Literacy Center, Dallas, Texas
- Service Corps of Retired Executives, Fairfield County, Connecticut
- Texas Adult Literacy Program, Dallas, Texas
- Vocational Development Center, Omaha, Nebraska
- Wilkinson Center Adult Education Program, Dallas, Texas
- Women are Dreamers Too, Atlanta, Georgia
- Womens Mentoring Network E to the 4th POWER Program (Education, Employment, Economic Security, Empowerment), Stamford, Connecticut
- The Workplace Inc. Dress for Success Program, Bridgeport, Connecticut

### Other programmes that we support

The Stamford Cradle to Career Collaborative aligns community resources to help young people grow into active and productive citizens of our community. The Stamford partnership utilises Community Action Networks to focus on issues of school performance as well as physical, social and emotional factors at key stages including infant health and development, nursery school readiness, reading in the early stages of education, transition to middle school, transition to secondary school and transition from secondary school to post-secondary, college and/or career level. Our Foundation grants support the data gathering and analysis that underlies the Collaborative's work.

Other programme areas that are supported by the Pitney Bowes Foundation include:

### Parent engagement programmes

- Connecticut Association for Human Services Family Economic Success Program, Fairfield County, Connecticut
- Connecticut Institute for Communities Adult Education (PEP & ESL for parents)
- Literacy Lab Parenting Skills programme, Milwaukee, Wisconsin
- Saint Joseph Parenting Center, Stamford, Connecticut
- Stamford Public Education Foundation's Parent Leadership Training Institute, Stamford, Connecticut
- YWCA of Darien/Norwalk Parent Awareness Program, Fairfield County, Connecticut

### Social/emotional skills development

- Domus Kids' Lion's Den Out-of-School-Time Program, Stamford, Connecticut
- Kids In Crisis KIC Educational Services, Connecticut
- Laurel House Thinking Well Program, Fairfield County, Connecticut
- Wings for Kids, Atlanta, Georgia

### Students with special needs

- CASA of the Fox Cities, Appleton, Wisconsin
- Center For The Visually Impaired, Atlanta, Georgia
- Chases Place, Dallas, Texas
- Child Guidance Center of Southern CT, Fairfield County, Connecticut
- Children In Placement Connecticut Inc., Bridgeport, Connecticut
- Connecticut Appleseed Center for Law and Justice, Connecticut
- Hearing Oral Program of Excellence (HOPE), Spokane, Washington

### Recent immigrants

- International Rescue Committee Mentors for Success Program, Bridgeport, Connecticut
- Refugee and Asylee Mentor Program through the Connecticut Institute for Refugees and Immigrants, Connecticut
- Summer Reading Program for Disadvantaged Immigrant Children through Building One Community (Stamford, Connecticut)

### NGO partners in India

Pitney Bowes India is proud to partner with several outstanding education partners.

The ETASHA Society is a non-governmental organisation that works to empower young people from marginalised communities by training them to develop the right skills, attitude and mindset for successful careers. This year we supported ETASHA's Employability Skills Development and Placement (ESDP) project and Computer Lab for Vocational Training and

Placement. Our operations in Pune, India, support Tara Mobile Creches Pune's *Project Khelghar* to provide mobile learning centres for the children of migrant construction workers. Last year, our support helped to provide education, recreation and health-care benefits to more than 550 of these children.

Pitney Bowes India's Pune CSR team has also been regularly collaborating with the NIIT Foundation to organise educational workshops for children and young people on technical and interpersonal skills. Since 2004, the NIIT Foundation has been working to expand educational opportunities and ensure inclusive development in India.

## Employee volunteering activities at Pitney Bowes

Our employees are dedicated, enthusiastic volunteers who support 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 long been an important part of our culture and continues to enrich our business by helping us to attract talented, engaged employees. Our employees know that their efforts are appreciated by the company and the community, and are valuable catalysts for personal and professional growth.

## Partnering with employee volunteers

### Support for volunteering

We believe that our support for employee volunteering activities helps our company, our employees and the communities where we operate. This support takes several forms:

### Volunteer grants

- Individual volunteer grants: In many cases, we recognise individual employees' volunteering activities by providing grants directly to the non-profit organisations where they volunteer. These individual grants, available globally, range from US \$125 for 25 hours of service to US \$500 for 100 hours.
- Team 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.

### Board service for non-profit organisations

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, and across the company, many of our colleagues contribute their expertise in the support of wide array of organisations. In 2018, 68 employees served as representatives of Pitney Bowes on the boards of local, national or international non-profit organisations.



### Career development through volunteering activities

Volunteer service offers employees numerous opportunities to develop their skills. To help them find the right volunteer opportunity, we provide a toolkit that maps volunteer programmes and activities to specific skills and competencies that they may be interested in developing.

### Local community leadership teams

Employee volunteers serving on Local Community Leadership Teams around the world help to inspire their colleagues to become active volunteers in their communities. Pitney Bowes Foundation grants support their efforts. The teams' primary focus is literacy and education, but they also regularly lead blood drives and collections of food, clothing, books, back-to-school supplies and holiday toys and gifts for those in need in our communities.

### Signature volunteer programmes:



### Dedication to Education (D2E)

Launched in Connecticut in 2014, our D2E programme has been growing globally ever since. Employee volunteer champions design and implement high-impact team projects, with help from a comprehensive toolkit and grants from the Pitney Bowes Foundation. Projects are conducted in partnership with local United Way chapters, volunteer centres and other Foundation grantees. All activities and projects support education, a top issue for our business, our employees and people throughout our communities. In 2018, our D2E celebration spanned 94 projects in 47 locations, drawing more than 1,000 volunteers in Australia, Brazil, Canada, England, India, Israel, New Zealand, Poland and the United States. Between highly engaged employee volunteers, outstanding non-profit partners and Team Project Grants from the Pitney Bowes Foundation, the programme has become a resounding success. The 2018 kickoff event drew more than 1,200 people to the Discovery Museum and Planetarium in Bridgeport, Connecticut, where our volunteers helped children to make kinetic sand, build parachutes, create their own origami kites and choose Reading Is Fundamental books to take home. Partners for other events

around the world included United Way Ready to Read and Day of Action programmes, Junior Achievement, Boys & Girls Clubs, local schools, parent-teacher organisations, community centres and educational non-profits.



### Share the message: Read!

For many years, we have supported the crucial work of Reading Is Fundamental (RIF), America's largest early literacy non-profit organisation. A RIF programme that we are particularly proud of is 'Share the Message: Read!', funded by the Pitney Bowes Foundation. Year after year, this programme engages our employee volunteers in working directly with elementary school children to help them to experience the joy of reading. Our support includes a well-equipped volunteer tote bag containing a story-time book for group reading, related craft activities and an array of age-appropriate books for students to take home. The take-home books cover a variety of subjects geared towards kids' interests; current offerings include books on technology, innovation, coding and communications. The programme has proven to be a powerful motivator to get kids excited about reading and set them on a lifelong path of discovery and enrichment.

## Volunteer events



### Making our mark during global kick-off meetings

This year's collaboration with Reading is Fundamental started with a series of community kick-off events involving children and families, employee volunteers and local non-profit organisations. The events combined individual and group activities with donations of books to young students. At each kick-off, we displayed RIF books and provided note cards and bookmarks so that employees could write encouraging notes to inspire children with the love of learning and reading. Participating children received a total of 2,750 books through the Scottsdale Paradise Valley YMCA in Scottsdale, Arizona; Family Compass in Dallas Texas; the Stamford Public Education Foundation (SPEF) in Stamford, Connecticut; and the Orlando Science Center in Orlando, Florida.

### United Way Days of Caring

Each year around June 21, tens of thousands of people in hundreds of communities around the world come together for United Way's Day of Action to address the issues that matter most to them. Last year, employee volunteers from several Pitney Bowes sites joined in enthusiastically. Activities included stuffing backpacks full of books to encourage reading, and planting community gardens to foster civic pride and promote affordable, healthy eating. Participating teams came from facilities in Danbury, Connecticut; Fridley, Minnesota; and White River Junction, Vermont. The global reach of United Way volunteering activities is amazing: volunteers currently number 2.8 million people a year.

### Nursery school literacy kits in Canada

Employee volunteers in Ajax, Ontario assembled drawstring bags containing fun and engaging learning materials for 60 local children under a grant from the Pitney Bowes Foundation in collaboration with United Way of Durham Region. The kits featured 'All By Myself' from the Little Critter book collection, and included Little Critter puppets handmade by our volunteers to help bring the book to life. Each kit also included a set of reading tips for the parents and a personal note of encouragement for the child.

## Ireland

Employee volunteers from Dublin embarked on the first-ever volunteer day at PB Ireland. Armed with sun protection and water bottles in the midst of a heat wave, our team of 34 volunteers worked to create a safe place to promote social inclusion among teenagers with learning difficulties. They painted fences, raised garden beds, built a BBQ area, mixed compost into flowerbeds and performed a variety of other tasks for The Meeting Place in northern County Dublin. The facility's goal is to be a welcoming place for all in the community including teens with spectrum disorders, family members and caretakers. A section of the garden wall will be painted with pictures depicting the four seasons. Our volunteers painted the wall white in preparation for the local artist who will paint the images.

### Supporting students with learning disabilities in the UK

Pitney Bowes employees once again grabbed their shovels and headed to Watling View School in St. Albans to help in clearing and repairing the gardens and grounds of the school. Watling View caters to pupils with a wide range of learning challenges including severe autism, complex medical conditions, physical and mobility difficulties and developmental delays. Over two shifts, 39 Pitney Bowes volunteers cleared and re-planted four separate areas of the school. They also painted, weeded, moved soil, repaired benches, built walls and even dug up and moved trees.

### Australia employees help out at schools and community centres

Employee volunteers from the Brisbane office in Australia participated in two job training programmes as part of United Way Australia's Corporate Connect Volunteer Days. The activities supported clients of a nonprofit called 'Belong' that runs classes and workshops for people from Culturally and Linguistically Diverse (CALD) backgrounds, including refugees. Belong helps its clients to improve their job prospects by improving their English language and communication skills. The events took place at Belong's Social Space in Moorooka and their Community Center in Acacia Ridge, where our volunteers helped participants to prepare for employment by running through interview prep, conducting mock interviews and assisting with resume writing. The Pitney Bowes Sydney team has been actively involved in United Way Australia's Macquarie Business Park Partnership (MBPP). The first of its kind in Australia, MBPP is an innovative collaboration between Australian companies that aims to tackle the underlying causes of disadvantage and so to give young people a better chance in life. Recent volunteer activities included:

- The Magic of Storytelling, which connects vulnerable families with literacy programmes. Our volunteers read, painted, played with the children and spoke with their family members to inform them about services available in the community.

- Business @ School Day, which gives students a glimpse of the real corporate world. Volunteers met the students at school to expand their knowledge of career paths to help them to assess potential courses of study.
- Industry Tours, which enabled Marsden High School students to visit our Australia New Zealand head office and see the corporate world firsthand. Interactive information sessions, including a scavenger hunt using Pitney Bowes' Confirm mobile technology, made for a fun learning day.

For the third year in a row, Pitney Bowes employees supported the United Way of West Australia's Paint the Town REaD programme, which highlights the importance of reading and provides opportunities for parents to talk, read, sing, rhyme and play with their children from birth. Our participation was part of Children's Week in Australia, a national campaign to improve school readiness and future literacy success.

### **Making a difference in Milwaukee, Wisconsin**

A team of Milwaukee volunteers partnered with the United Way and a pair of local schools on several literacy, art and neighbourhood cleanup projects. At H. W. Longfellow Community School, a 'Build Your Own Library' project allowed each child to choose three free books to take home. The team also helped out at the school's annual fundraiser and year-end Parent Appreciation Awards dinner, where they created customised certificates recognising parents' contributions during the school year. For the Earth Day neighbourhood cleanup, they used supplies donated by PB Milwaukee. The team also supported Marvin Pratt Elementary School, staffing 'Donuts for Dads' and 'Muffins for Moms' events that enabled parents to spend quality time with their children while working on art projects.

### **Howe Dell Elementary (UK)**

Volunteers from our Hatfield office and visiting US colleagues worked together to convert an abandoned, overgrown patch of land into a child-friendly outdoor learning classroom – clearing the space, creating nature trails, building a play area and creating bug hotels and a birdhouse to support wildlife. Each year level adopted a garden plot, where students will plant fruits and vegetables and care for the garden as a community.

### **Reading mentors in Troy, New York**

Volunteers visited nursery school classrooms at Troy's Carroll Hill Elementary School to interact with students in collaboration with Literacy Volunteers of Rensselaer County. Through their Reading Mentor programme, employee volunteers had one-on-one reading sessions with a local student once a week during their lunch break. In conjunction with a book entitled 'Hi! Fly Guy' by Tedd Arnold, they also helped the students to make their own insect jar, just like the one the character in the book had. A Team Volunteer Grant from the Pitney Bowes Foundation provided necessary items such as backpacks, school supplies and healthy snacks.

### **White River Junction, Vermont**

Pitney Bowes colleagues in White River Junction, Vermont, have partnered with two organisations that advance youth development and career readiness. Job Shadowing enables young people to observe workplace hosts as they go about their day on the job. Our volunteers help students to see how skills learned in the classroom can be applied beyond school walls to build future careers.

We are longtime supporters of Careers CLiC (Connecting Learning in the Community), which guides students at all levels, from nursery school to second-level education, through the Continuum of Career Development by connecting schools and employers in our communities. For more than 20 years, CLiC programmes have built career awareness for primary school students, provided career exploration activities for middle school students and offered career preparation opportunities for secondary school students. Every April, nearly 500 Year 9 students from 12 schools shadow workers in the community. Pitney Bowes hosted Oxbow High School Year 9 students and engaged them in a technical team stand-up (a daily brief meeting where the team shares updates on current projects). Students used Google Earth to locate their home and school, participated in programming sessions on Scraping and Engineering, built residential neighbourhood polygons and performed Quality Control activities.

Our team also partners with The Upper Valley Haven, a non-profit organisation that serves people who are struggling with poverty by providing food, shelter, education and service coordination as well as after-school and summer programmes. Fifteen of our volunteers helped The Haven to prepare for their children's eight-week summer programme, packing snack food bins, painting the Haven's financial literacy 'shop', building a pop-up theatre, creating sensory bins, sprucing up the playground and assembling book shelves.

## Making a difference in Connecticut

Our Connecticut volunteers have been deeply engaged in our Dedication to Education Global Employee Volunteer Program:

- One team worked to support Family and Children's Aid, an innovative mental health non-profit organisation that serves more than 6,000 children and their families each year. At the Boys Group Home and the Child Guidance Center, they installed fitness equipment, painted, constructed a new pavement and worked on landscaping.
- Colleagues worked with the United Way for Days of Action to prepare New Pond Farm and the Regional YMCA's Camp Greenknoll for summer learning opportunities for more than 1,000 low-income families. Volunteers spread wood chips on the trails at Camp Greenknoll, and planted and mulched garden beds, weeded walkways and sanded and stained picnic tables at New Pond Farm.
- Team members also supported a partnership between the United Way of Western Connecticut and the Connecticut Food Bank to ensure that young children are well-nourished and ready to learn. A Mobile Food Pantry serves working families who cannot get to traditional pantries during their normal hours of operation. The Pantry is held outdoors like a farmers market, offering an assortment of fresh produce, bread, snack items and dairy. Our volunteers unloaded the truck, prepared the food for distribution and served the clients.
- Pitney Bowes volunteers have been CLC Reading Heroes at Children's Learning Centers of Fairfield County since 2016. Each month our volunteers read and play with students at CLC's William Pitt Child Development Center, helping children at nursery school age to build their language, literacy and social skills while having fun. Volunteers lead monthly group sessions that start with 15–20 minutes of reading from books selected by the children, followed by arts, crafts and playtime activities.

## Junior Achievement

Each year, employee volunteers from Fairfield County, Connecticut, reach out to teach Junior Achievement's 'JA Our Nation' programme to Year 6 students at local elementary schools. Through hands-on classroom activities, the programme provides students with practical information about the nation's free market system and how it serves as an economic engine for businesses and careers. The curriculum also introduces the need for entrepreneurial and innovative thinking to meet the requirements of high-growth, high-demand careers and the concept of globalisation in business.

## Tutoring students in Tel Aviv Children's Home

Over the past few years, our Tel Aviv team members have developed a wonderful partnership with the Achuzat Sara Children's Home. Virtually everyone in our office has volunteered and participated in Children's Home programmes and events. Examples have ranged from providing transitional classes for newly arrived children who have educational gaps

to renovating the home's library, creating a computer room for technical education and a stream of smaller projects from landscaping to sporting events. Last year, when the Home offered a programme for girls aged 17–18 on 'How to be an Independent Woman', all of our Tel Aviv women employees took part, serving as mentors and meeting with the girls once a month to discuss topics such as self-perception, dreams and career development, financial education and self-defence. The response was so positive that the Home has made it a continuing programme.

## Mentoring future software engineers in Poland

Our software engineers in Bielsko-Biala, Poland have been deeply involved in community service activities. Recently our volunteers mentored 200 primary and high school students on the range of positions available in computer science and information technology while also giving them a glimpse of what Pitney Bowes software engineers do on a daily basis. Colleagues also participated in IT Academic Days, helping more than 500 secondary school and college students participate in a competition to strengthen their programming skills. Our volunteers also partnered with Bielsko-Biala University's Reset YOung initiative, which introduces area students aged 7–18 to programmes on subjects such as basic programming software, Lego Mindstorms and Arduino programming.

## India community engagement

Throughout the year, our colleagues in India seek ways to support their communities and help those in need. Their corporate citizenship commitment includes literacy and education initiatives in science, technology, engineering and maths (STEM), entrepreneurship and skills-based education programmes.

- ETASHA Society is an NGO that works towards empowering young people from marginalised communities by training them to develop the skills, attitude and mindset needed for successful careers. We support two major ETASHA initiatives: Employability Skills Development and Placement Project and Computer Lab for Vocational Training and Placement.
- Tara Mobile Crèches Pune: Pune's Project Khelghar, which provides learning centres for children, helped 553 underprivileged children last year. The centre works to support children of construction site workers to ensure their right to safety, healthcare, education, recreation and participation. Employee volunteers engaged children in games, arts and crafts, storytelling and skit-performing activities. They also read to the children and helped them to read some of the donated books.
- NIIT Foundation (Pune) Association: Employees launched the Pune CSR Chapter in 2017 and have been regularly collaborating with the NIIT Foundation to organise educational workshops for children and young people on technical skills and personality development.



- **United Way Mumbai Let's Read Campaign:** Colleagues in both Pune and Noida partnered with United Way Mumbai as part of the Let's Read Campaign, which aims to bring the world of books and reading to underprivileged children. A grant from the Pitney Bowes Foundation funded the donation of 500 books to two non-profit organisations for libraries at community centres that serve hundreds of children.
- **National Social Society (NSS):** NSS works with underprivileged children who are currently unable to attend school. The programme provides access to literacy and basic education services for these children, after which they will be eligible to enrol in government schools. Our volunteers worked with children in storytelling and arts and crafts activities in which the children created beautiful butterflies representing their dreams for the future. We also donated books to the centre's library.

### Network for Teaching Entrepreneurship (NFTE) mentors and judges

Pitney Bowes has had a long history of employee volunteer involvement with NFTE. Employees have volunteered at numerous NFTE events including innovation days, classroom competitions and key events including the World Series of Innovation recognition event at the United Nations. Recently our volunteers served as judges in a NFTE student innovation competition in New York City.

### Back-to-school supplies for more than 1,000 students

Ten Presort locations and one Global Customer Service location participated in back-to-school supply assembly projects in partnership with United Way Worldwide. These on-site activities help to connect Pitney Bowes sites to local community needs and allow colleagues who can't readily leave the work site to experience the teamwork and camaraderie of volunteer service. Nearly 400 employee volunteers spent more than 500 hours assembling Dedication to Education-branded drawstring bags full of school supplies destined for more than 1,000 students in Brisbane and Rancho Dominguez, California; Des Moines, Iowa; Chicago, Illinois; Whitestown, Indiana; St. Louis, Missouri; Portland, Oregon; Langhorne and Levittown, Pennsylvania; Duncan, South Carolina; Houston, Texas; and Seattle, Washington. Each pack included pencils, notebooks, markers and scissors, as well as encouraging notes written by employee volunteers.

### Arts in Education theatre workshops

Employee volunteers took part in a theatre workshop exploring the themes of E.B. White's children's classic 'Charlotte's Web'. Volunteers would read a passage, then work with the students as they drew a picture of an animal and used their five senses to describe it in writing. At the end of the workshop, each student received a copy of the book, a set of farm animal bookmarks and pencils and an opportunity to attend a live theatre production of 'Charlotte's Web'.

### Honoring Dr Seuss with Read Across America

Colleagues in California participated in the National Education Association's Read Across America programme, an annual event that celebrates reading on March 2, the birthday of beloved children's author Dr Seuss. Across the country, thousands of schools, libraries and community centres participate by bringing together children, teens, books and volunteer readers. The programme helps to ensure that members, parents, caregivers and children keep reading on their calendars 365 days a year.



## Recognition

### Governor's Prevention Partnership Honor Roll

Once again in both 2018 and 2019, the Connecticut Governor's Prevention Partnership placed Pitney Bowes on its Corporate Mentoring Honor Roll. This annual recognition celebrates businesses that support mentoring to help to keep Connecticut children safe, successful, drug-free and workforce-ready. Each year, our employee volunteers mentor students in numerous Connecticut communities.

### Heart of Gold award

More than 200 people gathered to recognise Pitney Bowes and CEO Marc Lautenbach with the 25th annual United Way of Western Connecticut Heart of Gold Award. Prior to the event, Marc and a team of employee volunteers participated in a literacy activity at the Boys & Girls Club of Stamford. The award honours business leaders who distinguish themselves through philanthropy and build volunteering activities into their strategic business plans. Pitney Bowes CEO George Harvey was the first recipient in 1995.

### Drives that make a difference

Each year, Pitney Bowes colleagues support their communities through on-site drives and collections to help underserved students and their families. In 2018, seasonal drives at 25 Pitney Bowes sites helped to make the world brighter for families in need, as the Global Corporate Citizenship & Philanthropy team partnered with the Wellness Team's Thrive Program to deliver Random Acts of Kindness to promote a happy and healthy festive season.

We thank all the champions who led these efforts, and all the colleagues who donated back-to-school clothes and school supplies, food, clothing and festive gifts. Pitney Bowes sites and the charities that they supported include:

### Food drives

- Aurora Interfaith Food Pantry, Chicago/Naperville, Illinois
- Emergency Family Assistance Association, Boulder, Colorado
- Food Bank of Lower Fairfield County, Stamford, Connecticut
- HACAP Food Reservoir, Cedar Rapids, Iowa
- Kansas City's Harvesters/The Community Food Network, Kansas City, Missouri
- Loaves and Fishes, Charlotte, North Carolina
- Mary's Cupboard Food Bank of Levittown, Langhorne/Levittown, Pennsylvania
- Mid-Ohio Food Bank, Columbus/Grove City, Ohio
- Salvation Army, Danbury, Connecticut
- Texas Food Bank, Dallas/Fort Worth, Texas
- Total Ministries, Duncan, South Carolina

### Festive toy and gift drives

- Adopt a Family, Appleton/Neenah, Wisconsin
- Emergency Family Assistance Association, Boulder, Colorado
- Kids Helping Kids and Domus Kids, Stamford, Connecticut
- United Way Toy Drive, New York, New York

### Clothing drives

- Little Bit Foundation drive for warm winter coats, hats and gloves, St. Louis, Missouri
- New York Cares coat drive, New York, New York
- United Way clothing drive for victims of the Camp Fire Wildfire, Sacramento, California

### Other not-so-random acts of kindness

- For the tenth year in a row, our new colleagues from Newgistics in Austin, Texas, celebrated the festive season by hosting a party for refugees new to the Austin area. In partnership with Interfaith Action of Central Texas, our team provided lunch for 75 guests, sang carols, distributed 30 gifts for the children and arranged a special visit from Santa Claus that was enjoyed as much by the adults as by the children.
- Colleagues in Darmstadt, Germany, collectively filled 34 shoe boxes with gifts and surprises for orphaned children and teenagers in Romania. This project represents the culmination of the year-round activities that members of the team undertake to address food security issues for the homeless and other vulnerable members of their community.
- Colleagues in Australia and New Zealand also participated in the United Way Shoebox Campaign, filling nearly 80 shoeboxes with school and essential supplies for disadvantaged children and families in local communities.

## Doubling our impact

### Doubling our impact around the globe

Employees also engage in their communities through our employee giving programmes. Each year, Pitney Bowes employees in the US, UK, Canada, Australia, India and Japan 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 and have their contributions matched by the Pitney Bowes Foundation. Education, workforce development and health are consistently among their top priorities.

Our latest campaign resulted in more than US \$1.2 million in donations to charities around the world, thanks to employee pledges and matching gifts from the Pitney Bowes Foundation. In addition to raising awareness and funds for the United Way, the Pitney Bowes Relief Fund, Red Cross/Red Crescent Societies and many other charities, teams also won Foundation grants for their local United Ways in recognition of superior campaign events that demonstrated the Pitney Bowes values of innovation, passion and collaboration.

### Local community support: 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. To date the Fund has distributed more than US \$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.



Following extraordinary natural disasters such as the 2018 California wildfires, we go beyond our regular channels of support to assist other non-profit organisations in their rescue, relief and recovery efforts. Last year, the Relief Fund provided support for victims of the California wildfires through the California Community Foundation. It also made donations to the American Red Cross and the US Fund for UNICEF.

### Red Cross

In addition to our long-time collaboration with the Red Cross on blood drives, we also continue to support their mission to provide lifesaving services to those affected by natural disasters and personal tragedies.

### Providing access to food, shelter and health care

In addition to our focus 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. An example is our long history of partnership with United Way through programmes such as ALICE (Asset Limited, Income Constrained, Employed) that target support to individuals and families facing hardships. We also provide support to a number of local food banks and shelters.

## Memberships

We are members of five organisations that support the work of professionals in the field of Corporate Social Responsibility. Each has its own unique offerings and perspectives; together, they help us to bring added value to our philanthropy and community service.

### Chief Executives for Corporate Purpose (CECP)

This is a CEO-lead coalition that believes that a company's social strategy – how it engages with key stakeholders including employees, communities, investors and customers – determines company success. Founded in 1999 by actor and philanthropist Paul Newman and other business leaders to create a better world through business, CECP has grown to a movement of more than 200 of the world's largest companies that represent US \$6.6 trillion in revenues, US \$21.2 billion in social investment, 14 million employees, 23 million hours of employee engagement and US \$15 trillion in assets under management. CECP helps companies to transform their social strategy by providing customised connections and networking, counsel and support, benchmarking and trends, and awareness building and recognition.

### ACCP: Association of Corporate Citizenship Professionals

The Association of Corporate Citizenship Professionals brings together companies and foundations focused on designing and implementing corporate citizenship programmes. ACCP provides tools and training that help members to navigate the corporate citizenship field and make their work more efficient and effective.

### Boston College Center for Corporate Citizenship

The Boston College Center for Corporate Citizenship helps companies to maximise business and social value from environmental, social and governance investments. As members of the Center, we have access to education, research and information to help build and strengthen our citizenship programmes.

### Council on Foundations

The Council on Foundations provides resources to inform and improve the work of private and corporate foundations. COF offers unique opportunities for effective governance and professional networking among fellow foundation leaders working for the common good.

### Points of Light Foundation

The Points of Light Foundation is an international non-profit organisation dedicated to creating a global culture of volunteering. The Foundation provides tools, insights and connections to help organisations maximise the effectiveness of their volunteer services and programmes.

## Performance 2018 total giving (Pitney Bowes Foundation, Pitney Bowes Relief Fund and corporate contributions): US \$4 million

- Pitney Bowes Foundation Literacy and Education grants:  
US \$1.8 million

### Pitney Bowes Foundation grants programme results

	2018	2017	2016	2015
Number of organisations that received grants	136	135	109	160
Number of students directly impacted by PB grants	111,253	154,785	186,989	193,760
Number of teachers directly impacted by PB grants	3,388	4,142	3,113	3,850
Hours of student enrichment	4,015,636	4,299,947	4,310,879	4,299,751

- Total match of employee charitable contributions:  
US \$1.2 million to over 1,400 non-profit organisations  
(in the US, Canada, UK, India, Japan and Australia)
- Corporate contributions in support of charitable causes:  
US \$0.9 million

In addition, aggregate value of employee volunteering activities:  
US \$1.9 million/44,000 hours (includes hands-on and skill-based  
volunteer activities as well as board service in non-profit  
organisations)

# General standard disclosures

## Strategy and analysis

G4-1	CEO Letter	Letter from Chairman, President and CEO	pbi.bz/letter
G4-2	Key impacts, risks and opportunities	Pitney Bowes Annual Report	pbi.bz/2018pbar

## Organisational profile

G4-3	Organisation name	Pitney Bowes Annual Report	pbi.bz/2018pbar
G4-4	Primary brands, products and services	Pitney Bowes Annual Report	pbi.bz/2018pbar
G4-5	Head office location	3001 Summer St. Stamford, CT 06926, USA	
G4-6	Where the organisation operates	Locations in more than 100 countries	
G4-7	Nature of ownership and legal form	Pitney Bowes Annual Report	pbi.bz/2018pbar
G4-8	Markets served	Pitney Bowes Annual Report	pbi.bz/2018pbar
G4-9	Scale of the organisation	Pitney Bowes Annual Report	pbi.bz/2018pbar
G4-10	Total number of employees by type	Pitney Bowes Annual Report	pbi.bz/2018pbar
G4-12	Supply chain description	Working with suppliers Supplier diversity Conflict minerals A Transparency in Supply Chains Act statement	pbi.bz/supplychain
G4-13	Organisational changes during the reporting period	Pitney Bowes Annual Report	pbi.bz/2018pbar
G4-16	Memberships associations	Advocacy	pbi.bz/advocacy

## Identified material aspects and boundaries

G4-17	Entities included in financial statements	Pitney Bowes Annual Report	pbi.bz/2018pbar
G4-22	Restatements	Pitney Bowes Annual Report	pbi.bz/2018pbar
G4-23	Changes from previous reporting periods in terms of scope and boundaries	Pitney Bowes Annual Report	pbi.bz/2018pbar

## Stakeholder engagement

G4-24	Stakeholder groups	Pitney Bowes Annual Report	pbi.bz/2018pbar
G4-25	How stakeholders are identified	Pitney Bowes Annual Report	pbi.bz/2018pbar
G4-26	Approach to stakeholder engagement	Pitney Bowes Annual Report	pbi.bz/2018pbar
G4-27	Key topics raised through stakeholder engagement	Pitney Bowes Annual Report	pbi.bz/2018pbar

## Report profile

G4-28	Reporting period	2018	
G4-29	Date of most recent previous report (if any)	2017	
G4-30	Reporting cycle	Annual	
G4-31	Provide the contact point for questions regarding the report or its contents	Community.investments@pb.com 3001 Summer St. Stamford, CT 06926, USA	

## GRI content index

### Assurance

### Governance

G4-34	Governance structure of the organisation	Pitney Bowes Annual Report	pbi.bz/2018pbar
G4-38	Composition of the board and its committees	Pitney Bowes Annual Report	pbi.bz/2018pbar
G4-39	Whether the Chair of the board is also an executive officer	Pitney Bowes Annual Report	pbi.bz/2018pbar
G4-40	Nomination and selection processes for the board and its committees	Pitney Bowes Annual Report	pbi.bz/2018pbar
G4-41	Board conflicts of interest	Pitney Bowes Annual Report	pbi.bz/2018pbar
G4-42	Board and senior executives' roles in the organisation's mission statements, strategies, policies and goals related to economic, environmental and social impacts	Pitney Bowes Annual Report	pbi.bz/2018pbar

## Ethics and integrity

G4-56	Describe the organisation's values, principles, standards and norms of behaviour, such as codes of conduct and codes of ethics	Pitney Bowes Business Practices Guidelines	pbi.bz/bpg
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organisational integrity, such as helplines or advice lines	Pitney Bowes Business Practices Guidelines	pbi.bz/bpg
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	Pitney Bowes Business Practices Guidelines	pbi.bz/bpg





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**United States**

3001 Summer Street  
Stamford, CT 06926-0700

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

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