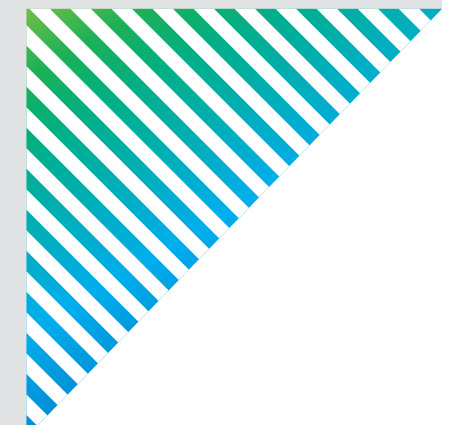


Corporate Responsibility Report 2020





A Letter from Marc B. Lautenbach, President and Chief Executive Officer

In April of last year our company entered our second century during a global pandemic. There was a certain symmetry to how we entered our second century, as Pitney Bowes began a hundred years ago while the last major pandemic was ending. On top of the global pandemic, 2020 was a year of tremendous social disruption. With all of these disruptions came opportunities. Opportunities from a business perspective and, importantly, opportunities to demonstrate our commitments to our values of doing the right thing the right way and, ultimately, opportunities to demonstrate our character.

I have always believed that successful companies that create long-term value effectively answer four questions: First, why do employees work for you; second, why do customers buy from you; third, why do communities allow you licence to operate within their locales; and finally, why do investors give you the capital to run your business.

Some people call this stakeholder management and maybe it is. I call it running a business. Limit focus on one of these priorities to favour another and any advantage you create will be ephemeral.

It has always been important to focus on the health and well-being of your employees. In 2020, it was literally life or death. As Pitney Bowes was deemed an essential business, many – actually most – of our workers showed up at our distribution and sortation centres as they did before, but with new protocols. Masks, social distancing, temperature checks and a variety of other changes were made to ensure

our team was safe. For more information on how we dealt with the pandemic's strategic and human challenges, see "Our COVID-19 response" in this report. As has been the case for a hundred years, our team came through with flying colours demonstrating their resilience and dedication, which has sustained Pitney Bowes.

2020 was also a year that called into question a company's cultural commitment to equality for all. At Pitney Bowes, this is nothing new. Doing the right thing the right way is grounded in creating a workplace that works for all. Consequently, diversity and inclusion are not new topics for us. They are topics that we have been living for 100 years. And our commitment to diversity and inclusion continues to be recognised. In 2020, Pitney Bowes was recognised by Forbes Magazine for the second consecutive year as a great company for diverse employees to work at and we were also recognised for our commitment to women and the LGBTQ+ community. All that said, we need – and will continue – to up our game, particularly in the area of inclusion.

Pitney Bowes was deemed an essential company because of the unique role we play in commerce – specifically the movement of post and parcels. With the huge influx of parcels, 2020 was a challenging year, but we did our level best to help as many clients as we could. Also, because of hardship from the pandemic, we worked with our clients as best we could to help with momentary economic difficulties. Again, Pitney Bowes can't alleviate all hardship caused by the pandemic, but we did what we could.

Our commitment to responsible citizenship is making a difference in communities where we operate around the world. This past year, we helped meet urgent needs through direct charitable contributions, partnerships with local and national non-profit organisations, grants from the Pitney Bowes Foundation, volunteerism, and advocacy on key issues made more acute by public health challenges. We also continued our longstanding work to combat social inequities by closing education gaps, supporting initiatives around early childhood education, literacy, STEM, summer learning and workforce preparedness programmes with a particular focus on the needs of students in underserved communities.

Here in Connecticut, I was pleased to help launch a business collaborative for education equity in conjunction with Fairfield County's Community Foundation and other corporate neighbours joining forces to fund needed programmes in school districts throughout the area.

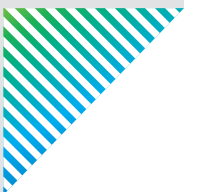
In 2020, we also continued our aggressive search for better ways to minimise our environmental footprint and model best practices for others. After achieving our five-year target for carbon emission reduction – a year early – we immediately set a more aggressive goal for the next five. Our 2020 recognition by "The Climate Leadership Awards" for excellence in greenhouse gas management served as a further impetus to do even more – and we are. We have committed to achieving carbon neutrality by 2040 through continued investment in more efficient facilities and green technologies to support our operations.

And not coincidentally, 2020 was a good year for our shareholders. It's taken a while to be able to say that, but very few things of sustained value are done quickly. It takes time to build or rebuild a great company. There simply are no shortcuts.

None of these things happen without great governance, and Pitney Bowes has great governance. Our deep commitment to corporate responsibility is supported by a robust tradition of governance policies that address the needs of all our stakeholders. Like other responsible companies, we have made our focus on Environment, Social and Governance (ESG) issues increasingly explicit throughout our organisation. As part of that process, we have increased the involvement of our Board of Directors and senior executives in a broad spectrum of ESG matters and created senior-level committees charged with a specific focus on climate change and environmental sustainability.

For far too many, 2020 was a difficult year. For Pitney Bowes, it was a year that tested our character and commitment to doing the right thing. I'm proud of how we responded. Through our success, we've shown the world how the best companies rise above adversity, inspire the team and earn the trust of those around them. I'm grateful to everyone who has been part of this journey, and excited about what we can do together in the years to come.

MARC B. LAUTENBACH



Corporate Responsibility Report

Our COVID-19 response

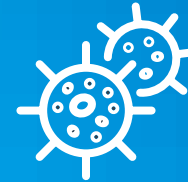
Guided by our values, Pitney Bowes has responded in a sustained, comprehensive way to the unprecedented threat posed by the global coronavirus pandemic. We are proud of the difference we have made over the last year.

From the beginning, we monitored the situation closely and adhered to relevant recommendations of the Centers for Disease Control and Prevention (CDC) and the World Health Organization (WHO). The early days were particularly challenging. While both groups advised that the risk of transmitting COVID-19 virus through the handling of post and packages was minimal, clear communication and appropriate processes were critical. Ensuring the health and safety of our employees has been and remains our guiding principle for all decisions.

Here is a brief look at some of the steps we took in 2020 to help our employees, clients and communities to combat COVID-19 and stay safe throughout the pandemic.



Centralised COVID Response Management Team set up



Contributions to multiple COVID-19 relief funds



Keeping our facilities safe



A new high standard in health and safety protocols across our sites

Encouraged employee virtual volunteerism and random acts of kindness



Pitney Bowes sites operated as essential businesses throughout the pandemic



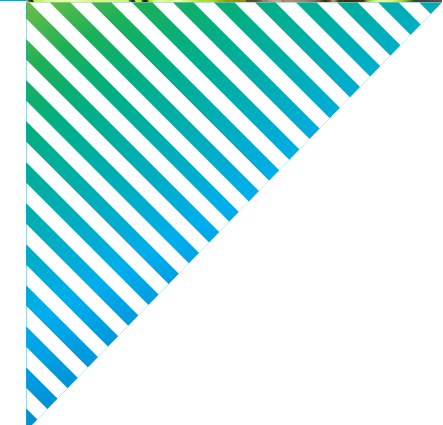
Free access to SendPro® Online for all clients to enable remote sending

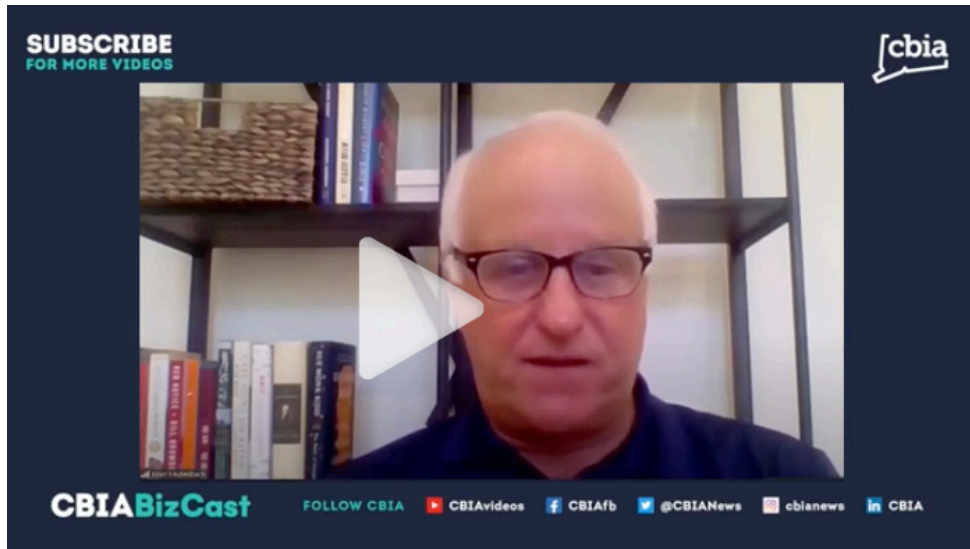
In-kind donations include

Laptops

Paper

Packing and shipping services





Organising our response

Early in the pandemic, the US Department of Homeland Security designated Pitney Bowes as an Essential Critical Infrastructure provider, understanding that the sending of post and packages is critical to the economy and vital to our clients' businesses as well as the health and safety of consumers.

Pitney Bowes quickly established a central COVID Response Management Team made up of representatives across the organisation, including the Business Continuity group, to make timely decisions based on the best information available from the CDC and WHO and focused on the health and safety of our

people. This response team continues to meet in 2021 to provide guidance on enabling fast, localised action when needed to protect personnel and limit the spread of the disease.

With numerous sites operating every day as well as our global service organisation with employees who visit clients regularly, we took many steps to ensure that employees' work environments meet a new standard of health and safety. Among these steps were providing personal protective equipment (PPE) such as masks and face shields, high-touch cleaning protocols, social distancing and updated business processes to limit potential spread. Throughout the pandemic, employees who have

tested positive for COVID-19 or have come into direct contact with someone testing positive have been instructed to stay at home and seek medical guidance, with the understanding that time lost to COVID illness or quarantine would not affect their available sick leave days. Business and Operations teams continue to meet regularly to monitor developments regarding the pandemic in real time.

As the pandemic continued throughout 2020, we refined our response. As the roll-out of COVID-19 vaccines proceeds in 2021, this same focus on the health and safety of our teams remains.

Keeping our employees safe during COVID-19

"Let me say at the outset that all of our decisions and all of our actions are oriented towards the safety and well-being of our teams, our clients, our partners and, importantly, the communities in which we work." CEO Marc Lautenbach regarding Pitney Bowes's response to the COVID-19 pandemic.

All employees:

- Took decisive early action in advance of government directives
- Instituted temperature checks and provided/required masks at all sites
- Developed and implemented

protocol for frequent cleaning of high-touch areas and surfaces

- Developed and implemented protocol for detailed cleaning of offices when positive cases occurred
- Developed and implemented health and safety protocols for site recruitment efforts
- Facilitated a focus on core facilities to ensure continuity of their essential support to clients

Distribution and sortation centres:

- Established cross-functional teams to identify and source supplies to ensure that sites could remain open safely as needed, and to maintain a six-month inventory wherever possible
- Set up centres for stocking critical janitorial and bathroom supplies to proactively address potential shortages
- Mandated preventive measures including temperature checks, the use of masks, hand washing, social distancing and symptom reporting; created signage and partitions to reinforce the mandate
- Worked with the teams at the centres regularly to communicate updates and ensure that any concerns were addressed immediately

Offices:

- Encouraged employees to work from home when possible
- Implemented exceptions processes to allow limited access to offices for

work requiring on-site presence

- Provided support, technology and advice on working from home
- Communicated frequently to engage teams and ensure that information flowed

Helping our clients

Hundreds of thousands of small businesses rely on our Sending Technology Solutions business for critical postal and shipping operations. From the early stages of the pandemic, we took rapid steps to communicate with them and equip our front-line sales and client services teams with additional support capabilities. We first assured our clients that the safety of our employees, clients and suppliers was our top priority and communicated the safety measures that we put in place. Then, as the growing threat of disease made it increasingly difficult for clients to access their offices, we provided all clients with free access to our SendPro Online software for printing postage stamps. Several thousand took advantage of this offer and used remote solutions for postage and shipping.

With so many small businesses in our Sending Technology Solutions client base, we also created a "hardship menu" of financial tools such as payment holidays, fee waivers and extended terms.

In our Presort Services and Global Ecommerce operations, our top priorities were keeping our employees safe and our essential services operational so that we could continue to serve large clients, such as financial institutions and online retailers, by processing significant volumes of post and packages. We followed all government mandates to support the safety of our employees, facilities and vehicles and keep volume moving.

Helping our communities

Our response to the pandemic also included stepping up to help meet related needs in our communities. "Giving back is not only the right thing to do, it's intrinsic to our organisation," said Pitney Bowes President and Chief Executive Officer Marc Lautenbach. "I'm immensely proud of the steps we are taking to help shoulder the burden for our clients and communities during this challenging time."

In 2020, the company made contributions to the United Way Worldwide COVID-19 Community Response and Recovery Fund, the United Way of Western Connecticut for the Connecticut United Way's COVID-19 Response Funds and ALICE Relief Fund, the Valley United Way for the Valley COVID-19 Fund, Fairfield County's Community Foundation

COVID Fund, and Stamford Hospital. In addition, we contributed to Project HOPE, which collaborated with the Business Roundtable to source PPE from global vendors.

Our Global Corporate Citizenship and Philanthropy team also works with our non-profit partners to help support their core missions. We converted existing event sponsorships to unrestricted operating support and addressed new areas of need as they developed.

Business Collaborative for Educational Equity

Our CEO, Marc Lautenbach, noted the systemic inequities in education that were exacerbated by the COVID-19 pandemic. "As business leaders, we have an opportunity to support our community's economic recovery while also addressing the educational disparities that impact far too many children and families in our county. Now more than ever, supporting education is critical to promoting equity, fairness and opportunity for all. It is unacceptable that entrenched educational gaps sharply divide students along racial, ethnic and economic lines. Stepping forward to help reduce these gaps is the right thing for all of us, and for all of our stakeholders."

Pitney Bowes invited other companies in Fairfield County to establish a plan of action for education equity in local school districts. In conjunction with Fairfield County's Community Foundation, this led to the formation of the Fairfield County Business Collaborative for Education Equity. The founding corporate members are seeking to help reduce and eliminate disparities that affect the region's most vulnerable pre-K to 12+ students, parents and guardians, as well as teachers and staff. Learn more [here](#).

Other philanthropic support

The Pitney Bowes Foundation made special donations to local food banks in more than 45 US communities where we have operations. The Foundation also accelerated grants for many of its literacy and education grantees, including national and local education non-profits providing essential services such as childcare for children of hospital staff and first responders, as well as providing students from underserved communities with books, enrichment programmes and online maths curriculum materials.

In Bridgeport, Connecticut, our support helped Read to Grow's effort to donate books to students in need during remote learning periods, enabling students to choose books to take home at school meal locations across the city.

The company also made in-kind donations, including:

- 120+ re-imaged laptops to Norwalk Community College in Fairfield County, Connecticut, and to the Saracens Foundation in the UK to help students in need to complete their coursework online.
- Paper to create educational packages for students in the Milwaukee Public School system, courtesy of our Presort Services Milwaukee team in cooperation with the local United Way.
- Packing and shipping services for Good American, Khloe Kardashian's ethical clothing brand, in support of its donation of one million US dollars' worth of jeans to healthcare workers.

Colleagues at Pitney Bowes France contributed to the discovery of a treatment for COVID-19 through support for the Foundation for Medical Research in France. Their donations were matched by Pitney Bowes France.

The pandemic continues to have a lasting impact on our communities, and we will continue to work with our non-profit partners to help meet community needs as they evolve.

We encourage our employees to continue to support their communities in whatever ways work for them, from food banks and blood drives

to random acts of kindness and a wide array of virtual volunteer opportunities, including mentoring through United Way's Vello online reading programme, assisting in the work of United Nations Volunteers, and helping global disaster relief efforts through the Missing Maps Project.

The Pitney Bowes Foundation made a special team volunteer grant to the United Way Worldwide COVID-19 Relief Fund in recognition of our employees' wide-ranging community service and acts of kindness, including support for food banks, local hospitals, blood drives, neighbours in need, local merchants and delivery staff, and delivery of meals to first responders.

Corporate Responsibility Report

How we operate

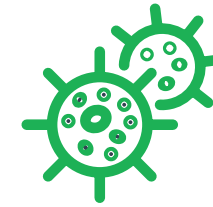
Our core value statement is “We do the right thing, the right way”. This simple statement is the north star we use in our interactions with our clients, business partners, employees and communities.

Every day, we demonstrate our commitment to corporate responsibility through the way we conduct business. Our culture of integrity 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.



Ethics Help Line

24 hours a day
7 days a week
140 languages



Business continuity
COVID-19

Code of Conduct

Pitney Bowes
Business
Practices
Guidelines



Enterprise Risk
Management
programme
(ERM)

We do the
right thing, the
right way.



Training provided
to employees

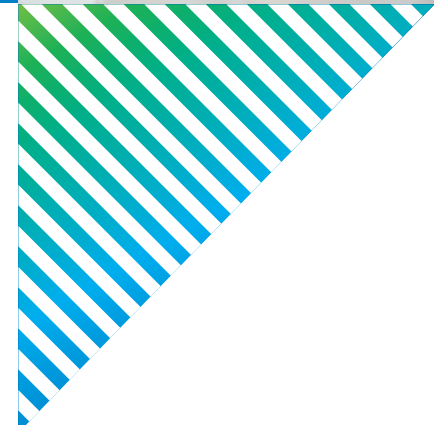


Values and ethics



Accountability and oversight

Ethics and
Compliance
Review
Committee



Values and ethics

Laws and policies change, but one thing that does not change is our commitment to maintaining honest, fair and respectful relationships with our clients, business partners, colleagues 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 they need to be able to do the right thing when faced with difficult choices. We expect our senior management to model these behaviours and demonstrate their personal commitment to a culture of integrity. We regularly take a step back to consider changes in our business and in the world around us and what they mean for ethics and compliance, and then evolve our ethics and compliance programmes.

Environment, Social and Governance responsibility and oversight

We take comprehensive steps to act as a responsible corporate citizen and

address our specific responsibilities on Environmental, Social and Governance (ESG) issues. Our commitments span the range of ESG areas, including environmental sustainability; employee safety; diversity, equity and inclusion; ethics and compliance; community involvement; and philanthropy. As we address these responsibilities, we consider our multiple stakeholders, including our clients, our employees, our vendors and the communities where we operate. To serve our stakeholders effectively, we have established multi-level management processes to provide oversight for each aspect of our responsibilities while also maintaining a holistic view of the entire spectrum. These processes include permanent management-level committees, the Board's Governance Committee and the full Board of Directors. We also do deep dives into particular ESG issues with either the full board or specifically designated committees.

Code of Conduct

The *Pitney Bowes Business Practices Guidelines* 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 corporate functions and business units. The committee meets with the senior management of each business unit to ensure that those leaders are an integral part of discussions about compliance within their businesses. These meetings drive home to the businesses the fact that compliance is the responsibility of all employees, not just those in formal compliance roles. A separate review committee focuses specifically on ethics and compliance issues related to labour and employment.

Training

Employees need 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 previous courses. 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. We make our annual training materials 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. We also develop and provide training specifically for employees who do not have access to computers.

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 can call the line to report their concerns (anonymously, if permitted by local law) in any of 140 languages or make a report online.

Employees can also contact the Global Ethics and Compliance Department in person or through web page reporting, hard-copy letter, telephone or confidential email. Employees can 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, investigates claims. If the investigation supports the allegations, we take appropriate and consistent disciplinary action.

Risk and business continuity

Enterprise Risk Management

We have a formalised Enterprise Risk Management programme (ERM) to

identify and monitor the company's enterprise risks and manage our mitigation against these risks through appropriate action plans. We review and periodically update these risks in the context of the company's strategies, operations, business environment and other factors.



Our Risk Steering Committee undertakes this review each year. The committee's membership includes people from business units and corporate functions. Either the full Board of Directors or one of its committees reviews each enterprise risk in depth. 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.

Within this overall risk management programme, there are specific risks focused on our ESG responsibilities. Among the enterprise risks that explicitly consider our ESG obligations are People and Society, Supply Chain, Product Management and Brand.

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.

In 2020, our business continuity processes were put to the test as we addressed the unprecedented problem of the global COVID-19 pandemic. Throughout the course of this evolving global health crisis, we have responded effectively, maintaining essential services for our clients, adapting products and services to better serve clients in remote or at-home working environments, and taking the necessary steps to safeguard the health and well-being of our employees, clients and communities. For more information, see the special COVID-19 section of this report.

Customer privacy

Pitney Bowes dedicates significant effort to maintaining the privacy of personal and sensitive information of our employees, clients and partners. 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 effective data stewardship. We build privacy into

the design of our products, give clients choices about the information they share, and are transparent about how their data is used.

We comply with the many privacy laws and regulations around the world, including the European Union's General Data Protection Regulation. Because of the wide range of variation among such laws, we use a principles-based approach to privacy and data protection. These principles inform uniform practices for collecting, using, disclosing, storing, accessing, transferring or destroying this information fairly, appropriately and in compliance with applicable law.

Our Chief Information Risk 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, the Audit Committee of the Board of Directors, as well as the full Board.

Corporate Responsibility Report

Achieving environmental sustainability

We consider the actual and potential impact of our operations on the environment, with particular focus on climate-related risks and sustainability. We are mindful of these factors in how we develop, modify and deliver our products and services. To provide discipline and consistency in these practices across the organisation, we use a cross-functional environmental sustainability committee. This committee focuses on sharing industry best practices, serves as a forum for sharing information and ideas throughout the company, and reviews company strategy, products and operations through the lens of environmental sustainability.



Achieve carbon neutrality by 2040

Reduced our electricity consumption by **11%** in 2020



Fleet efficiencies saved more than **40,000** gallons of fuel

Equipment remanufacturing diverted **514,000** pounds of waste from recycling to reuse (+3 per cent vs 2019)

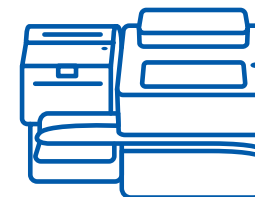
95% of C-series packaging is recyclable – includes some parts made of **100%** recycled cardboard



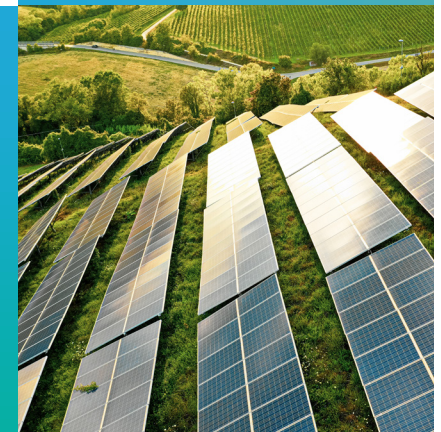
Fleet efficiency and sustainability initiatives

Improved the miles per gallon of our tractors by **22%**

Energy-saving product design



Improving sustainability in product packaging





We focus particular attention on the environmental risks most relevant for our company:

- The impact of carbon emissions due to the use of energy in our operations – mainly at our operating sites where we sort post and packages and in our transport fleet
- The impact of the physical goods produced or used in our operations – mainly our SendTech products and the packaging we use in each of our business units

We commit to reducing the impact of these risks through:

- A target of carbon neutrality by 2040 via
 - Efficient use of energy in our sites and fleet
 - Increased use of renewable energy
 - Offsetting of our carbon emissions

- A reduction in the environmental impact of our products via
 - Sustainable life cycle of our SendTech products
 - Responsible packaging
 - Minimal impact of waste

Our business model, objectives and strategy are compatible with a long-term vision of a net-zero economy. To meet these objectives and aim for growth and environmental sustainability, we are focusing on making our operations more efficient and using green technologies, both existing and yet to be developed.

We manage and report our progress as part of the oversight of Environment, Social and Governance (ESG) as discussed above. With respect to climate change and sustainability-related information, we look at the frameworks for such disclosure, such

as the Task Force on Climate-Related Financial Disclosures (TCFD) and the Sustainability Accounting Standards Board (SASB). Our approach spans the four TCFD implementation categories of governance, strategy, risk management, and metrics and targets.

Metrics

In 2019, we achieved our 2020 carbon emissions target a year ahead of schedule. That target was an 8 per cent emission reduction from our baseline year of 2015 (excluding Newgistics sites acquired after 2015). We set a new 8 per cent Scope 1 and 2 emission reduction goal for the year 2025 (normalised to revenue), against a new baseline year of 2019.

The Center for Climate Solutions and The Climate Registry awarded Pitney Bowes their 2020 Climate Leadership Award for Excellence in

Greenhouse Gas Management (Goal Setting Certificate) in recognition of our consistent success in improving energy efficiency and reducing our environmental footprint through measures including:

- Setting a goal of reducing emissions by 8 per cent from 2015 to 2020.
- Investing in energy efficiency through site consolidation.
- Optimising our fleet by condensing in-house routes, optimising drivers and the vehicle fleet, and implementing other fuel-saving measures.



Pitney Bowes has collected global energy consumption data, calculated carbon emissions with expert support,

received third-party verification of that data, and reported it through CDP (formerly the Carbon Disclosure Project) since 2009. You can see our CDP carbon management reporting history by using the term “Pitney Bowes” at www.cdp.net.



In 2020, we developed a new set of five-year goals for CO₂ emissions reduction and increased our use of renewable energy. We intend to continually review the goals we set based upon our performance against them, changes to our business, and emerging sustainability-focused technologies. We are developing corresponding absolute and

normalised efficiency metrics and key performance indicators to present an accurate representation of our performance in this area to reflect changes to the nature or size of our business.

Moving towards carbon neutrality

Pitney Bowes has a history of action to address climate change. Over a decade ago, we established our baseline greenhouse gas (GHG) footprint

and published the Pitney Bowes Corporate Technical Standard on Carbon Management. This document established the requirements we used to create a GHG/carbon management programme to address climate-change risk and opportunities, including energy consumption and conservation and the annual public reporting of our carbon footprint. Using a process validated by independent third-party review, we provide guidance for our

lines of business, laying out enterprise-wide energy consumption data collection standards, outlining roles and responsibilities for each business, and establishing the tools to be used to collect and report the data to the company.

In 2020, our most important source of CO₂ emissions was our use of energy at our sites, primarily through our use of electricity. This energy usage

represented about 46 per cent of our CO₂ emissions. Our second-largest source was our use of diesel and petrol fuel in our transport fleet and personal vehicles, which represented about 40 per cent of our CO₂ emissions. Reducing these two categories of emissions is our first long-term objective.

We continue to increase energy efficiency across all of our operations. Our cross-functional Energy Task Force has raised employee awareness about energy conservation and implemented conservation projects that have resulted in significant reductions in energy consumption. By the end of 2020, we reduced our electricity consumption by approximately 35.1 million kilowatt hours from our 2007 baseline, saving US \$5.05 million and reducing our carbon footprint by 7,000 metric tons of CO₂. Site consolidations, more efficient lighting fixtures, compressor and HVAC upgrades, energy audits and employee engagement and training all contributed to this long-term decrease.

Although some of the reduction in energy usage in 2020 resulted from many employees working from home as a result of the COVID-19 pandemic, the long-term numbers indicate good progress well beyond the specific impact of the pandemic. As a result,

in 2020 we were able to increase our total square footage by 15 per cent while reducing our electricity consumption by 11 per cent. Overall, CO₂ emissions per square foot were down by 27 per cent from 2019.

We continued to convert our sites from conventional lighting to energy-efficient LED lighting, with more than 653,000 square feet converted or assumed as newly occupied space in 2020. We also added higher-efficiency HVAC units and high-velocity fans where appropriate to provide efficient direct cooling to supplement air-conditioning units and improve energy conservation. In the past two years, the units we installed have covered approximately 3 million square feet.



We also continue to evaluate and implement innovative recycling programmes. In 2020, we began working with a third-party specialist on a new approach to plastic shrink-wrap

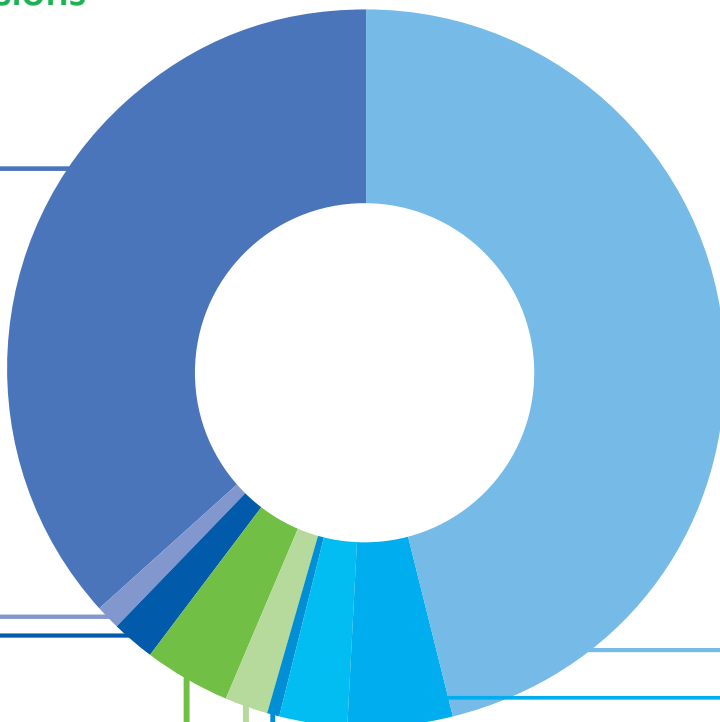
CO₂ per source of emissions

Goods transportation: 30,369 MTCO₂e

Diesel	36.8%
B2	0.9%
Petrol	2.1%

Personal transportation: 4,453 MTCO₂e

Mileage Reimbursement	3.9%
Air Travel	2.1%



Site operation: 41,815 MTCO₂e

Electric	46.0%
Natural Gas	4.7%
Trash	3.0%
Recycling	0.5%

recycling at selected operating sites. This programme involves donating shrink-wrap waste, which is then used to create environmentally responsible outdoor products such as decking, thereby helping to keep thousands of pounds of waste out of landfill.

Efficient logistics fleet

Transport and logistics are vital components of our Global Ecommerce and Presort businesses, with a fleet encompassing nearly 500 power vehicles, vans, straight trucks and tractors – an increase of nearly 25 per cent during 2020. As these businesses continue to grow, we anticipate that the fleet may also grow in size. As it does, we will strive to make the fleet even more efficient from an environmental perspective.

In recent years, we have introduced energy-saving modifications to our trucks, including an optimally sloped hood and grille, a bumper with an integrated air deflector, aerodynamic mirrors, upper door seals and integrated aeriels. All of the trucks we added during 2020 have tow-hook covers to reduce the air entering the engine compartment from the front of the vehicle as well as a new set of A-pillar deflectors to improve air flow around the windscreen. In addition, we have continued to equip our over-the-road sleeper trucks with auxiliary power units to avoid unnecessary fuel consumption due to idling.

In addition to these energy-saving features, we further upgraded our fleet in 2020 to include telematics

that provide accurate operational and sustainability data, including fuel consumption, fuel costs, carbon emissions, run-time and idling duration. We have also expanded our use of fuel purchase cards to improve data quality and visibility for use in sustainability and other efficiency evaluations.

In 2020, we also began purchasing B2 (2 per cent) biodiesel fuel to provide the benefits of renewable fuels for our fleet.

As a result of these efforts, the average fuel consumption of our fleet of tractors has improved from 6.2 miles per gallon in 2019 to 7.6 miles per gallon in 2020. At the same time, our use of route optimisation software has helped us to minimise route

distances and travel times. In 2020, the combination of these and other measures enabled our vehicles to avoid 360,000 miles of driving and save more than 40,000 gallons of fuel.

These are all important elements of our long-term strategy to achieve carbon neutrality while growing our business. By adding new technology and high-efficiency in-house fleet capacity, we ensure our network's ability to support a growing number of clients, while reducing CO₂ emissions per unit of business capacity.



US EPA SmartWay membership

In 2020, Pitney Bowes joined the US EPA SmartWay programme for its fleet. SmartWay helps companies improve supply chain sustainability by measuring, benchmarking and improving freight transport efficiency. Launched in 2004, this voluntary public-private programme:

- Provides a comprehensive and well-recognised system for tracking, documenting and sharing information about fuel use and freight emissions

across supply chains

- Helps companies identify and select more efficient freight carriers, transport modes, equipment and operational strategies to improve supply chain sustainability and reduce costs
- Reduces transport-related emissions by accelerating the use of advanced fuel-saving technologies.

We look forward to an ongoing partnership with the SmartWay organisation as one way to improve fleet sustainability.

Increasing use of renewable energy

We are evaluating and implementing renewable energy solutions such as solar panels, fuel cells and wind turbines. During 2019-2020, we began sourcing renewable energy from external providers to move towards zero carbon emission electricity. In 2020, the Green Retail programme sourced approximately 4,493 MWh of renewable electricity through renewable energy contracts at six operating sites within our Global Ecommerce and Presort business unit.

Offsetting carbon emissions

Pitney Bowes is a founding member of the Green Power Partnership – an industry partnership with the US Environmental Protection Agency for promoting the development



and purchase of alternative energy. In 2020, we continued as a fully engaged corporate partner under the shipping category in this important public-private partnership.



We continue to purchase Renewable Energy Credits (RECs), which support green power projects using technologies such as solar, wind and biomass. In 2020, we purchased the REC equivalent to 5,882 MWh. Since 2009, our purchases of RECs have resulted in more than 199,636 MWh of renewable energy. In 2019, we set a new goal of procuring at least 20 per cent renewable energy by the year 2025.

Reducing the environmental impact of our products

SendTech products' sustainable life cycle

In our SendTech business, we provide clients with a variety of equipment to facilitate posting and shipping.

We work to reduce the environmental impact of these products throughout their life cycle, from initial concept through manufacturing, transport, use, remanufacture, reuse and end-of-life recycling.

Energy-saving product design

As an ENERGY STAR® Partner, we offer energy-efficient products backed by rigorous US government environmental standards. Our SendPro family of

products (SendPro MailStation, SendPro C Series and SendPro P Series), as well as many of our digital posting systems and imaging equipment, are Energy Star rated.

Environmental product compliance

We have rigorous processes and procedures to ensure that our products comply with applicable environmental standards. We have integrated these compliance standards

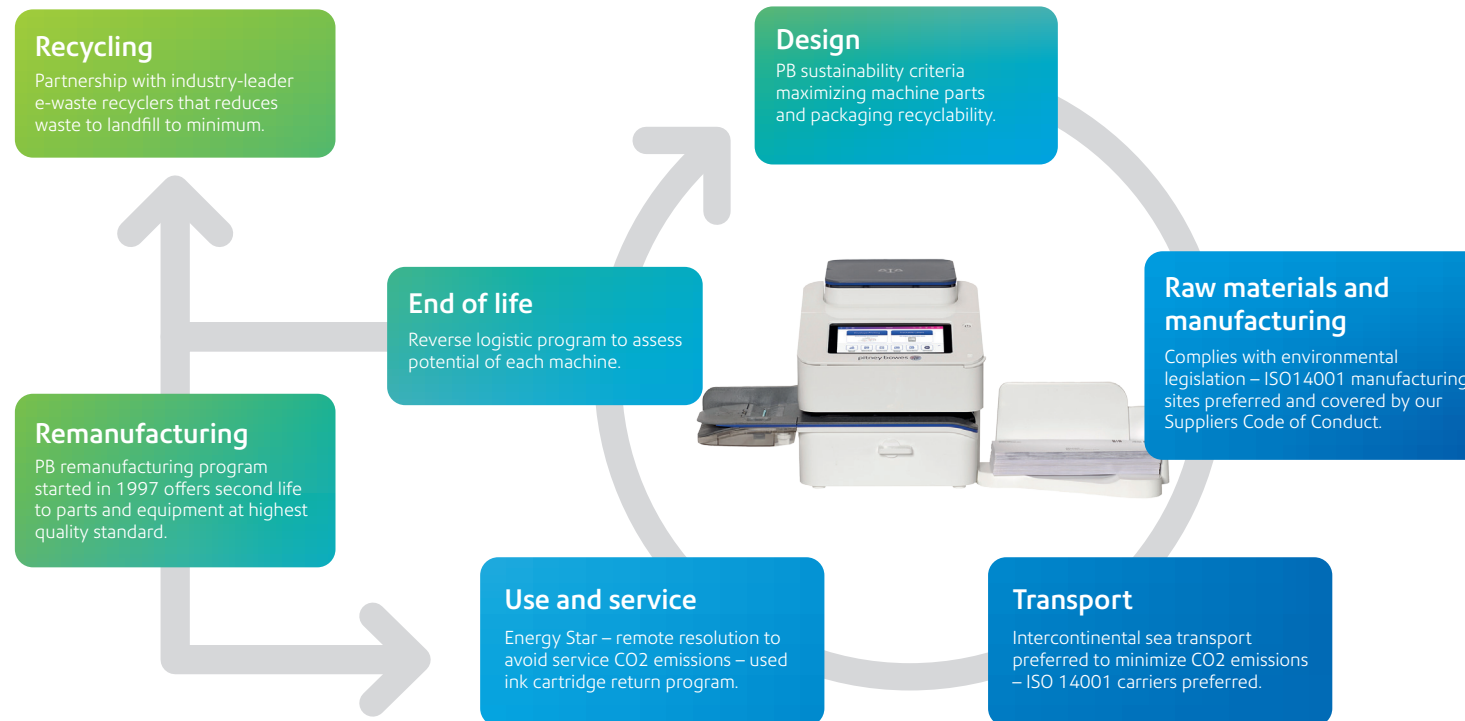
into our Supplier Code of Conduct and our supplier contracts, engineering standards and product specifications. We ask our suppliers to enter related data into a database that we use to monitor compliance.

We also engage key suppliers in regular dialogue to drive sustainability and regulatory issues, including matters such as the reclassification of chemical ingredients in our inks, to ensure that the information we provide to our clients is accurate and up to date.

REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) is a European Union regulation aiming to protect human health and the environment from exposure to hazardous chemical substances. Many other countries have also developed similar legislation. For information on Pitney Bowes products that may contain any REACH Substance of Very High Concern (SVHC), contact us at EHS@pb.com.

Our product compliance team reviews and approves Pitney Bowes-branded chemical products to ensure that they meet company safety requirements, have appropriate and up-to-date safety data sheets, and are properly tracked for regulatory reporting. We have

The Pitney Bowes sustainable sending solution



established constructive collaboration with key suppliers to incorporate advances in toxicology into the ways we manufacture and deliver our products.

Sustainable procurement

Pitney Bowes has a large and complex supply chain of service providers and material manufacturers, both upstream and downstream. Understanding their

environmental impact and working in partnership to minimise it is a key component of our strategy for minimising our own environmental impact. Our Supplier Code of Conduct sets our level of expectation in terms of environmental sustainability for selecting and maintaining these relationships, and our regular dialogue, surveys and reviews help to ensure that our expectations are met.

Green remanufacturing

Pitney Bowes 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, reuse of parts or recycling. In 2020, we remanufactured more than 14,000 units and diverted more than 514,000 pounds of waste

from recycling to reuse. All told, our remanufacturing process has kept more than 4.154 million pounds of products out of our waste streams in the past nine years.

Responsible packaging

As a global leader in e-commerce, Pitney Bowes requires packaging for both internal operations and outgoing shipment. We source our cardboard-based packaging from reputable and sustainable partners, prioritising suppliers that can demonstrate their use of materials certified by external authorities such as the Programme for the Endorsement of Forest Certification (PEFC), Sustainable Forestry Initiative® (SFI®) or Forest Stewardship Council™ (FSC®). These organisations contribute to the sustainable management of forest resources and help protect biodiversity.

25-35 per cent post-consumer recycled (PCR) content. Our internal packaging is more varied, and we have made greater efforts to improve it by measures such as eliminating the use of expanded polystyrene (EPS) for our postage meters and inserters, and replacing it with 100 per cent PCR pulp cardboard inserts. For heavier equipment requiring more shock-absorbing inserts, we use materials that are not currently recyclable but whose structural performance ensures protection while requiring less material than EPS packaging.

As a major partner of USPS, Pitney Bowes Presort is fully integrating USPS reusable handling material such as trays, pallets and sleeves to minimise waste in the postal network.

Minimising the impact of waste

In 2020, our waste reduction campaign resulted in the avoidance of more than 11,827 tonnes equivalent of CO₂ (tCO₂e). Since 2004, we have avoided 282,943 tCO₂e, equivalent to the effect of removing more than 61,432 cars from the road. The categories of material that we recycled the most in 2020 were corrugated containers, mixed electronics and mixed recyclables.

Our products and operations have no significant direct impact on biodiversity or water, and the sourcing of cardboard-based packaging represents our main indirect impact on biodiversity and water. Our engineers work diligently to improve the environmental performance of our packaging without compromising the protection it offers to our equipment. Our external packaging is made of cardboard usually containing

Our green remanufacturing cycle



To promote best practices in environmental protection, we use an environmental management system based on the internationally recognised environmental standard ISO 14001. In the UK, this system has been certified ISO 14001 since 1997. We select our waste partners carefully, with a preference for companies that have gained third-party certified environmental accreditation such as ISO 14001.

Pitney Bowes operates three types of facilities: logistic centres, remanufacturing sites and offices. Each has its own specific types of waste, which we manage in the most appropriate way.

- Our logistic sites generate the largest volume of waste – almost entirely non-hazardous, cardboard-based packaging and plastic shrink-wrap. In 2020, we made significant

progress with corrugated recycling, bringing integrated corrugated baling equipment and recycling platforms to our Ecommerce business unit, where corrugated usage is intensive. Over the year, we recovered 2,868 tonnes of corrugated cardboard. At the same time, we began to explore the reuse of wooden pallets. We conducted a survey of pallet use throughout our business and are using the information to source national

vendors for reuse and recycle options for the applicable operating sites.

- Our SendTech manufacturing site is the second-largest waste volume generator. This site receives SendTech equipment for remanufacturing at the end of client leases, in line with our priority to reuse equipment in the spirit of the circular economy. The waste generated is mainly electronic, plastic and metal, but also includes some wastewater from cleaning parts.
- We dispose of non-reusable parts and machines responsibly by dismantling them to the lowest component possible to facilitate the segregation and appropriate treatment of different types of waste. Where possible, we work to recycle waste for use in other industries. Only when this option is not achievable will we treat the waste through energy recovery processes. We aim to send zero waste to landfill. In 2020, we recovered 1,867 tonnes of electronic waste, 132 tonnes of plastic and 89 tonnes of various metals.
- While office use has been reduced by the COVID-19 pandemic, our offices traditionally only generate modest quantities of waste associated with the use of paper, computers and associated consumables. We minimise its environmental impact through local recycling initiatives.

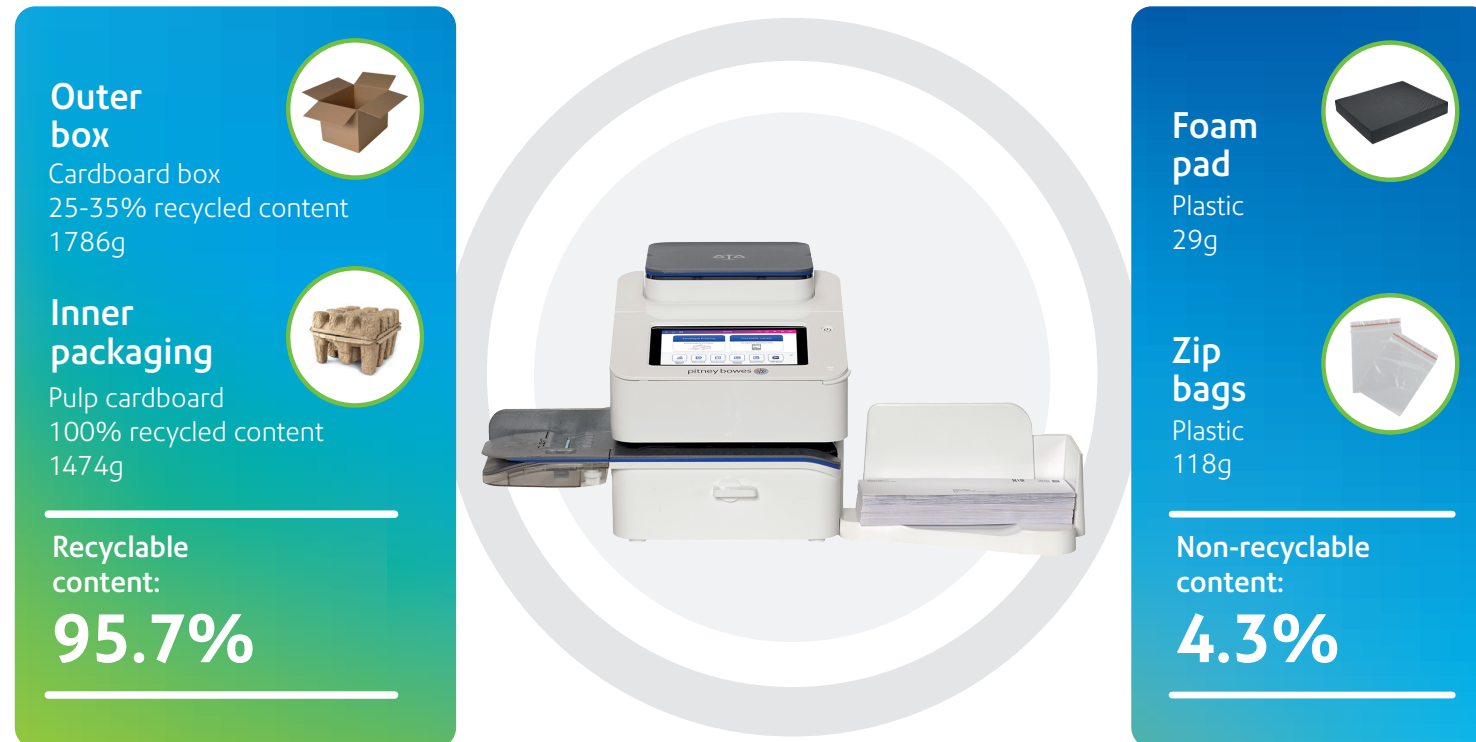
Water usage

In our remanufacturing operations, parts identified as reusable are thoroughly cleaned using a water-based solution. We operate in a closed circuit and reuse water as much as possible. Because of the nature of our equipment, wastewater generated is often coloured from the ink contained in our print engines, and we therefore capture it and send it to be treated by specialised contractors. The environmental impact of this use of water is not considered significant and is located in a low water stress area.

Recycling ink cartridges

Pitney Bowes hardware sending devices use proprietary ink cartridges. Once they have been used, most of our clients dispose of these items with their other electronic waste in a responsible way. However, we understand that some of our clients prefer not to or are unable to dispose of these items within their waste stream, so we offer them the option of returning them to our local facilities in most countries, where the cartridges can be disposed of responsibly.

Recyclability of C-series packaging



Environmental performance

Company performance

	2015	2016	2017	2018	2019	2020*
Scope 1 (metric tons CO2e)	28,747	27,170	27,273	28,660	30,478	34,211
Scope 2 location-based (metric tons CO2e)	47,155	45,016	48,723	47,924	41,241	35,368
Absolute emissions: Scope 1 and 2 emissions (metric tons CO2e)	75,902	72,186	75,996	76,584	71,719	69,579
Scope 3 (partial)*	28,408	27,675	22,523	15,309	23,652	7,291
Total direct and indirect emissions of carbon dioxide MTCE (scope 1, 2 and 3)	104,310	99,861	98,519	91,893	95,371	76,870
Total revenue (US \$M)	2,760	2,656	2,784	3,212	3,205	3,554
Intensity ratio of company efficiency: Scope 1 and 2 emissions per revenue (MTCO2e/US \$M revenue)	27.50	27.18	27.30	23.84	22.38	19.58

* Scope 3 covered: business air travel, mileage reimbursement (US and Canada) and emissions from selected waste generated (US)

Sites performance

	2015	2016	2017	2018	2019	2020
Sites area (calendar normalised sq. ft.)	5,045,003	5,648,527	5,919,046	7,249,251	6,802,827	8,006,252
Intensity ratio of site efficiency: Scope 2 emissions per thousand sq. ft. (MTCO2e / thousand sq. ft.)	9.35	7.97	8.23	6.61	6.06	4.42

Energy-sourcing performance

	2015	2016	2017	2018	2019	2020
Total consumption of purchased or acquired electricity (MWh)	106,920	104,018	115,600	116,295	102,341	90,583
Total bundled REC (MWh)						4,493
Total unbundled REC (MWh)						5,882
Percentage of renewable electricity sourced through REC*						11.5 per cent

* Our method of purchasing and reporting RECs changed in 2020 to make a distinction between bundled and unbundled REC

Fleet performance

	2015	2016	2017	2018	2019	2020
Scope 1 CO2 emissions from mobile sources – B2, diesel and petrol (MTCO2e)	24,947	24,583	24,900	24,979	26,619	30,572
Vehicle fuel usage – Total diesel & petrol (gallons*)	2,434,294	2,414,260	2,419,031	2,447,232	2,603,767	2,980,880
Intensity ratios of fleet efficiency:						
Miles Per Gallon (MPG*) fuel consumption of tractors					6.2	7.6
Miles Per Gallon (MPG*) fuel consumption of straight trucks					10	10.3
Miles Per Gallon (MPG*) fuel consumption of van diesel						14.5
Miles Per Gallon (MPG*) fuel consumption of van petrol					9.8	9.8
Miles Per Gallon (MPG)* fuel consumption of personal vehicles						46.29

* US gallons and MPG

Waste recycled/prevented

	2015	2016	2017	2018	2019	2020
Annual pounds (US only)	11,665,202	9,287,065	16,347,146	10,574,606	10,101,622	12,158,115
Waste intensity ratio: Waste recycled/prevented per US \$M revenue	4,227	3,497	5,872	3,292	3,152	3,421
Annual MTCE avoided*	11,842	15,857	16,997	11,692	7,780	11,827
Waste intensity ratio: Annual MTCE avoided/US \$M revenue	3.31	4.65	4.79	3.31	2.42	3.28

* Calculated based on US EPA WARM tool version applicable at the time

Product recycling

	2015	2016	2017	2018	2019	2020
Cumulative pounds* (US and Canada only)	53,709,016	57,874,935	63,273,678	68,377,428	72,730,444	76,643,728

* Total equipment remanufactured and electronic waste recycled

Corporate Responsibility Report

Our people

We are a high-performance organisation built on a long-standing culture of diversity and inclusion. We are many people working together around the world towards one common goal: To create sustainable value for our clients and stakeholders.

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 strategic action and advocacy for diversity and inclusion, and we know that providing opportunity and equity for our diverse workforce will help us to create an even better future.



America's Best Places to Work for LGBTQ Equality



Human Rights Campaign Foundation 2021

Our focus on safety resulted in a significant decrease in the total recordable incident rate by **6%** and **22%**, respectively

We are a global company of more than 11,000 employees



America's Best Employers for Women



Forbes Magazine 2018, 2019, 2020

America's Best Employers for Diversity



Forbes Magazine 2019, 2020, 2021

Nearly **50%** of our US workforce are people of colour

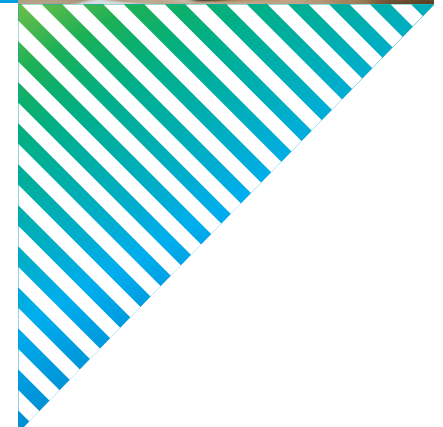


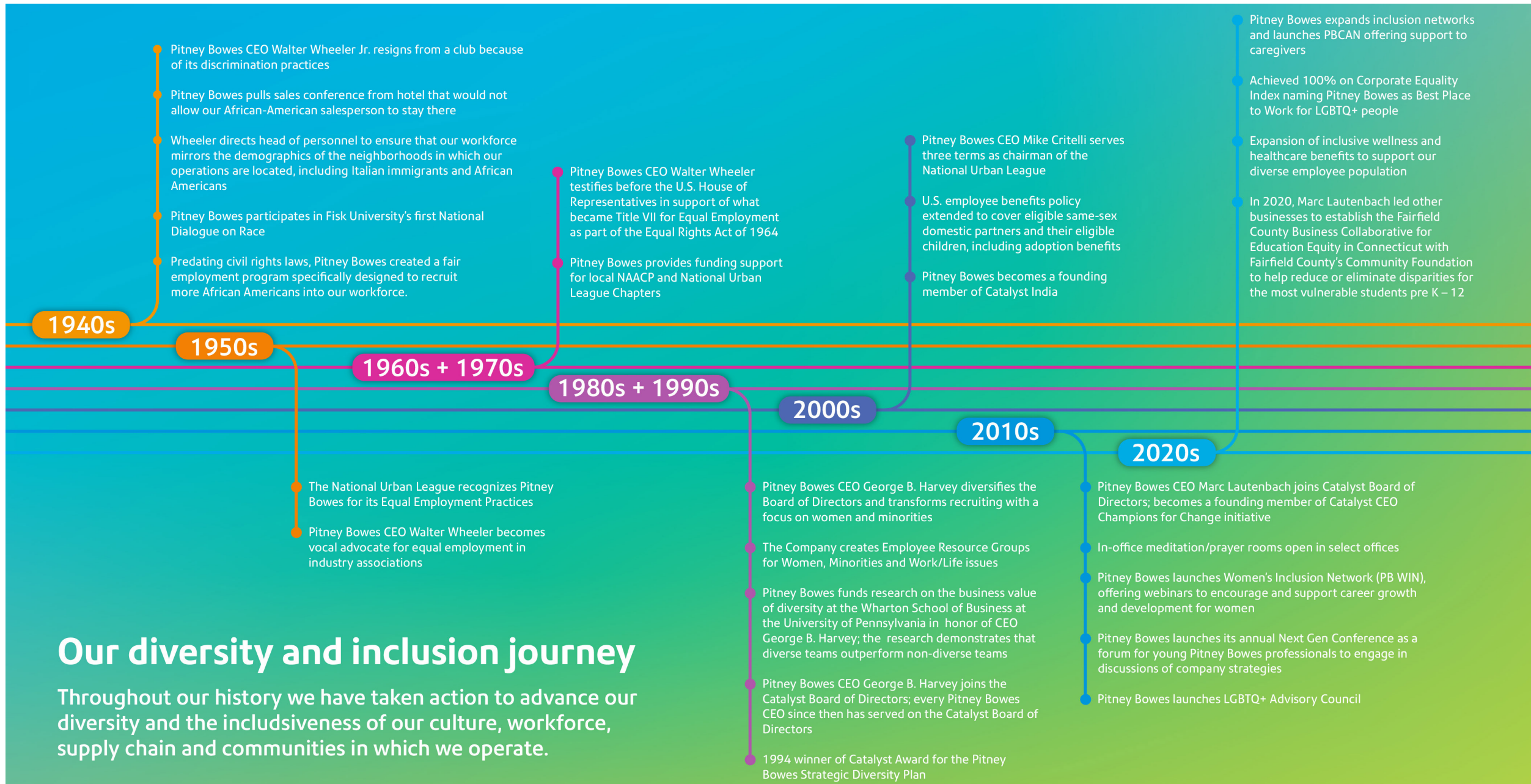
Committed to supplier diversity

Employee Assistance Program



Free mental health counselling





2020 was a year in which opportunity and equity for healthcare, justice, employment and civic engagement were in the national and global spotlight as well. We worked throughout the pandemic to support our employees' physical health and safety, mental wellness and civic engagement, utilising a human-centric approach marked by flexibility, adaptability and empathy. A dedicated cross-functional team worked with business leaders to create safe conditions for all, coordinating everything from PPE and socially distanced work set-up to managing individual medical concerns for on-site employees at our operational and presort facilities.

We also offered information online for all employees, including those working from home. Our Office of Diversity, Inclusion and Engagement produced live-streamed forums on topics such as empathy and teaming at a distance, defining boundaries in a virtual environment, caregiving and career resilience. We adjusted absence policies to accommodate quarantine issues; offered subsidies for back-up childcare; conducted online exercise and stress-reduction programmes; and created both a personalised "thank you" campaign for our on-site workers and an external social media campaign encouraging employees to thank other essential workers elsewhere.

Diversity and inclusion

Diversity is our reality at Pitney Bowes. We celebrate the rich mix of countries, cultures, ages, ethnicities, races, genders, gender expressions, gender identities, sexualities and other individual communication and lifestyle differentiators found in our workforce. Through our unique experiences, abilities and perspectives, we showcase our humanity, establish our individuality and enhance our business. These visible and invisible layers of identity bring a richness to our team that helps drive performance, innovation and success.

Inclusion is intentional. At Pitney Bowes, we are intentionally inclusive, because we understand that true inclusion is about creating a sense of belonging and a safe space for individuals to be fully and authentically who they are. When individuals feel that they belong, they contribute at a higher level and take more ownership of the outcome. Their increased engagement helps the entire team to succeed. We consider diversity and inclusion to be symbiotic: Without a diverse workforce, not all employees can feel included, and without inclusion, we cannot sustain a diverse workforce.

The benefits of diversity and inclusion are evident in every aspect of our business. They enhance our competitive advantage by making us:

- 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 borders, generations, cultures and ideas.

Pitney Bowes: A great place to work for all

Forbes
The Best Employers for Diversity
2019, 2020 and 2021



Forbes
The Best Employers for Women
2018, 2019 and 2020



Bloomberg
Gender-Equality Index
2019 and 2020



Human Rights Campaign
Corporate Equality Index
Best Places to Work for LGBTQ Equality
100% score
2021



Pitney Bowes: Inclusive culture provides opportunity

Women

43%
of global workforce

50%
of Board of Directors

30%
of senior management

32%
of management

People of Color

52%
of our U.S. workforce

33%
of management

21%
of senior management

Our commitment to diversity and inclusion spans all our operations and locations. We serve clients around the world, and we have employees from around the world who speak more than 30 languages. We believe strongly that our ability to understand and respect cultural differences across geographies makes us more responsive to each other, helps us serve clients more effectively and ultimately grows profitability. We offer training to help employees learn the nuances of acting in alignment with local cultures and business practices in multiple regions. We also

believe in using training to deepen understanding of what diversity and inclusion mean in a global context.

We are proud of the fact that in our annual Employee Engagement Survey, our scores on diversity and inclusion are consistently among our highest, exceeding global high-performing companies. We also realise that we can always do more, and we are continuously seeking to improve.

People of colour

We believe there is one race – the human race. Yet because of systemic racism, skin colour can have a disproportionate impact on virtually all aspects of life, especially for Black or African American people. A commitment to racial equity is deep in the DNA of Pitney Bowes. Our company first demonstrated its commitment to racial equity and opportunity back in the 1940s, when CEO Walter Wheeler directed personnel to make sure that our policies did not prevent hiring

regardless of race or religion. In 1943, we created a programme to actively integrate African Americans into our workforce, and the CEO suggested using the demographics of the neighbourhoods in which we operated as a goal for the composition of our workforce. By the mid-1940s, African Americans had assumed a variety of roles within the company – including our first office worker of colour, an African-American woman, in 1946.

Our advocacy for providing opportunity for people of colour led our CEO to provide written testimony

for the historic Civil Rights Act in 1964, in support of what we know today as Title VII for Equal Opportunity Employment. This history is important because it shows that at Pitney Bowes, we understand that intentional diversity and inclusion is a journey and not a destination.

That journey continues today. As of 2021, people of colour comprise 52 per cent of our US workforce and 21 per cent of our senior management. People of colour have key roles on our executive team and constitute 33 per cent of our overall management

“Our remarkable talent works in a culture of excellence, with passion and a proven ability to innovate, to persevere and to succeed. Our focus on being diverse and inclusive makes this all the stronger. This has been true for a while. We didn’t strive to create a diverse team and board because it was trendy. We did it because we firmly believe that diversity makes us better and inclusion is essential to drive engagement and deliver value to all our stakeholders. We have a diverse workforce, leadership team and board, and we know we can and must continue to do more.”



– Marc Lautenbach
CEO and President, Pitney Bowes





team. We have had people of colour on our Board of Directors since the early 1980s, with the most recent addition being Sheila Stamps, an African-American woman. We work steadily to continue and build on this progress.

We are also committed to advancing the inclusiveness of our culture through courageous conversations and allyship. Last year, starting with our CEO, Senior Management Team and Board of Directors, we held a series of conversations

in which employees listened to the life experiences of those of colour or their allies and reflected on our individual and collective role in making our company and our communities places where all can flourish. We actively sought input from all our employees of colour, especially our African-American employees, through surveys and focus groups. We understand that it requires a partnership to continue moving forward and make sustainable progress.

At Pitney Bowes, we celebrate the contributions of people of colour all year round when we highlight high-achieving champions of our company culture. We also use commemorative occasions such as Black History Month, Asian American and Pacific Islanders Heritage Month and Hispanic Heritage Month to spotlight and enhance understanding of the history, culture and contributions of communities of colour, and to underscore to those communities that we view them to be welcome and valuable contributors to our company.

“Organisation culture has reached a higher level of importance in light of the impact of COVID-19, along with economic, civil and governmental turmoil across the United States. PB’s values and commitment to corporate social responsibility initiatives have added important visibility and support. The steps we have taken and plan to take in the future will have a enduring impact on how employees, consumers and communities view us. PB has stepped up to the call for action due to the many challenges we have faced in the past year.”



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





We offer customised Inclusive Leadership training to assist all levels of managers in building stronger teams through understanding, embracing and leveraging differences. The training incorporates real-life and PB-specific examples, along with best practices, tips, videos and other resources. The goal is for leaders to be aware, open and proactive in creating an inclusive and safe environment in which all employees are respected,

valued and have the opportunity to thrive.

We are engaged with national organisations such as The Civic Alliance, a non-partisan organisation for promoting employees' involvement in civic life, and The Business Roundtable (BRT), an organisation of CEOs, where we engage in the activities of the Business & Education and Racial Equity & Justice Committees

“Pitney Bowes is a place that not only talks about diversity and inclusion, but actually demonstrates it as well. I feel it in every conversation. Everybody is being valued. People pause and listen or ask that clarifying question. It’s both the diversity and the inclusiveness that I have felt that makes me incredibly proud to have joined – be a part of – Pitney Bowes.”



– Ana Chadwick
Executive Vice President and Chief Financial Officer,
Pitney Bowes



“Embracing diversity and inclusion is not only the right thing to do for our teams and communities, but it also creates a distinct competitive business advantage. Harnessing a variety of different perspectives leads to faster problem-solving, better decision-making and a greater level of innovation in both technology and business processes.



Creating a culture of inclusion builds an engaged employee population, helps retention rates and improves the bottom line through better financial results and a better reputation. People want to do business with companies that value diversity. Diversity and inclusion will remain front and centre at Pitney Bowes as we embark on our second century.”

– Christopher Johnson
Senior Vice President and President,
Pitney Bowes Financial Services



as well as their Chief Diversity Officers Working Group to support opportunity and equity for employees and communities. Read the Pitney Bowes diversity, equity and inclusion profile on the BRT site [here](#).

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

Gender, gender identity, gender expression and sexual orientation

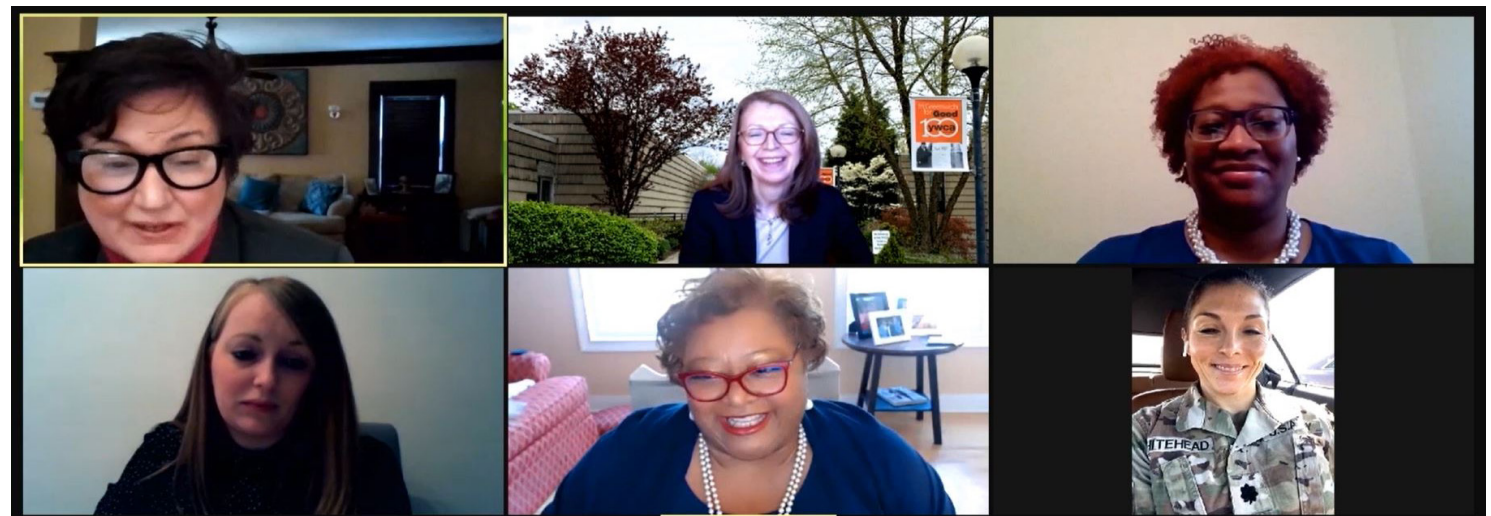
Gender is one of the aspects of identity that contribute to one’s sense of self and life experiences.

Pitney Bowes Women’s Inclusion Network (PBWIN)

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 led various Pitney Bowes businesses for more than 30 years.

We established the Pitney Bowes Women’s Inclusion Network (PBWIN) in the belief that when women win, the company wins. The network is designed to create opportunities for conversation, learning, professional best practices and role modelling of women’s growth, development and contributions to the company’s success. Participation is open to employees of all genders who want to expand their awareness and understanding, enhance collaboration and support the professional advancement of women. We believe that it is important for all to be engaged in the conversation and work of equity.

PBWIN offers global webinars and discussions on topics such as remote working best practices, intelligent risk



taking, establishing healthy boundaries and leadership development. Additional site-specific offerings such as book clubs, lunch and learns, and mentoring are tailored to business, function or geographical region. PBWIN events also serve as a vehicle

to promote other forms of inclusion, and the organisation's prominence within the company helps create an overall tone of inclusiveness.

Pitney Bowes Caregiver Assurance Network (PBCAN)

This year, in response to the particular challenges of the pandemic, PBWIN created a second network, the Pitney Bowes Caregiver Assurance Network (PBCAN). PBCAN provides a voice

and forum for leveraging practical information, education and support for caregivers at the company. It seeks to create a place for employees to share the common experiences, joys and challenges of caring for others while navigating the professional world. PBCAN's evolving design includes:

Gender identity, gender expression and sexual orientation

Pitney Bowes strives to create an environment where each person is able to be themselves, regardless of gender, gender identity, gender expression or sexuality.

LGBTQ+

Our LGBTQ+ Advisory Council is aimed at providing insights and advocacy on ways to continue fostering inclusion of our LGBTQ+-identified and allied teammates at Pitney Bowes. The Council has been instrumental in guiding everything from the company's development of workplace protections and enriching inclusive benefits to growing events like Pride Month and increasing partnerships with LGBTQ+-owned businesses.

- Integrating ongoing opportunities to share knowledge and skills to support an integrated work and family life
- Providing a forum for working caregivers to empower each other while seeking advice
- Offering tips and tricks that can help support the caregiving community
- Educating employees about the full array of company wellness resources and benefits

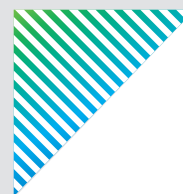
"From the day I walked into Pitney Bowes 23 years ago to today, I have always felt supported and empowered by my managers and my colleagues. Our culture is built on the strength of our diversity, where we support women in our workplace and help them and Pitney Bowes to succeed.



This past year throughout the pandemic, our family-friendly culture was evident and more critical than ever. Whether we were schooling our children at home, helping each other through isolation from family and friends, or filling in for others who were dealing with sick family members, we continued to provide unwavering support to each other, our clients and our company.

As co-chair of our Pitney Bowes Women's Inclusion Network, I'm proud to have continued the focus on the development and advancement of women who are a part of the Pitney Bowes family, especially during such a challenging time."

– Marsha Anastasia
Vice President, Deputy General Counsel – The Americas; Co-Chair, PBWIN, Pitney Bowes



Our June 2019 inaugural Pride Celebration was a breakthrough in terms of visibility and support for the community. Then, in 2020, following the death of George Floyd, Pitney Bowes recognised Pride Month to emphasise the intersection of the quest for social and racial justice, gender identity, gender expression and sexual orientation, and the importance of allyship. As with PBWIN, we recognise that the value of our inclusion events go beyond the initial group for whom they were designed.

In 2020, the Council's work led to the recognition of Pitney Bowes as a Best Place to Work for LGBTQ+ people in the Human Rights Campaign's Corporate Equality Index, with a score of 100 per cent. While this achievement was years in the making, the most recent work included introducing new manager training that highlights bias and uses LGBTQ+ language, and the removal of restrictive language for transition-related care in healthcare

plans. Additionally, we increased our philanthropic outreach to the community, added inclusive language to company policies and added ways for LGBTQ+ people to identify themselves and be welcomed.

Generation

We believe in an all-generation workforce at Pitney Bowes, which includes creating an environment in which people can grow and thrive at all stages of their careers. We seek to provide training, opportunity and experiences throughout our employees' careers, so all can make meaningful contributions and develop to their full potential. We believe that

the mix of generational talents and experiences enhances our market responsiveness and our ability to solve problems and take advantage of opportunities.

At one end of the spectrum are employees who are just starting their careers. We regularly welcome diverse groups of undergraduate and graduate students from universities all over the world to internships at Pitney Bowes locations in the United States and United Kingdom. Last year,

"Pitney Bowes is a leader in Diversity & Inclusion (D&I). We have created a place for the LGBTQ+ community to participate outside the closet. The greatest and most innovative possibilities form when the best and brightest have a space to be all they were meant to be, as they were meant to be. This community is talented, relevant and an essential part of humanity."



– Rustin Tonn
Senior Talent Manager, Human Resources,
eCommerce Chair, LGBTQ+ Advisory Council,
Pitney Bowes



we transitioned to a virtual platform to facilitate continued access and connections for our interns. A key partner over the years in our effort to identify and develop these interns is INROADS Inc., whose mission is to find talented young people of colour in economically underserved areas and prepare them for corporate and community leadership. Throughout our more than 30-year partnership, we have welcomed INROADS interns and empowered them to become valued employees across a range of disciplines.

We also have programmes for those who are moving towards the middle of their careers. Our goal is to leverage their insights and perspectives to fuel innovation, meet emerging client needs, and deliver client experiences that are relevant in our rapidly evolving global markets.

The Early in Career (EiC) programme is a comprehensive career development experience that helps prepare the next generation of Pitney Bowes management. Employees with up to ten years of experience are nominated for participation and go through more than

a year of development, counselling, mentoring and action-learning projects to enhance their leadership skills.

The six-month Sprint Development Program also helps to accelerate the development and visibility of high-potential talent. Selected employees participate in executive webinars, an assessment, a targeted learning curriculum and a self-paced action-learning project.

The Presort Rising Stars Development Program focuses on targeted, personalised development of Presort

“Adversity not only reveals a company’s character but its core values as well. It has been a privilege to work at Pitney Bowes during this time as it has revealed its strong foundations of corporate citizenship. Even in these times, we have risen to the occasion by creating the flexibility needed for all of our talented and diverse population to remain employed and stay engaged. Our leadership team understands its responsibility to be a force for good and to create positive impact in the communities we serve.”



– Shemin Nurmohamed
Chief Operating Officer, Sending Technologies,
Pitney Bowes



talent. Participants are selected based on performance, passion for self-development and desire for career growth.

For senior management, we offer a Business Training Systems simulation that uses real-time situations to enhance decision-making. We also

provide access to leadership development programmes through ExecOnline, which offers business certifications from various universities.

Veterans

Military service requires purpose, commitment and collaboration in

pursuit of common goals. We value these same qualities at Pitney Bowes. We sponsor a number of events recognising veterans and veteran business owners, not only to show our support for veterans but also 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. We also partner with veteran support organisations such as RecruitMilitary, and we celebrate veterans internally with a video Hall of Honor highlighting their contributions 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 example of our partnership is with the Independent Living Resource Center in Jacksonville, Florida through its Job Shadowing Program. This year, Pitney Bowes Presort Services partnered with The ARC in Jacksonville, Florida to invite the community to shop at more than 150 local businesses offering employment opportunities for individuals with autism, Down Syndrome and other intellectual and developmental differences. We also celebrate National Disability Employment Awareness Month with feature stories about individuals with disabilities who are an important part of our team.

Supplier diversity

In keeping with our enterprise-wide commitment to diversity and inclusion, we are committed to growing our business using diverse suppliers. We believe that 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.

More information on our supplier diversity programmes and policies [here](#).

Awards and recognition

Pitney Bowes's advocacy and commitment to diversity and inclusion have been recognised externally with numerous awards throughout our history, starting back in 1950 with an award from the National Urban League for Equal Opportunity Employment. More recent recognition has included the following:

- Catalyst Award for the Advancement of Women (1994)
- Fortune Magazine's Best Companies for Minorities (six times, starting in 1998)
- Hispanic Magazine's Top 100 Companies for Hispanics (seven times, starting in 1999)
- Black Enterprise Magazine's Best Companies for Diversity (seven times in the 2000s)

“Despite the fact that 2020 was one of the most disruptive years in our collective history, Pitney Bowes once again acted as a moral guide for other organisations to follow. Complex issues such as gender and racial identity and inclusion, a global pandemic, and political and economic turmoil have played out in ways that few of us could have imagined just a year ago. Pitney Bowes welcomes the challenging discussions, provides focused investment in our inclusion efforts and programmes, and provided support and stability to carers in the midst of a pandemic. We celebrate our humanity every day and I have never been more proud to be a part of this organisation. We don't just say “we do the right thing, the right way” – we do it and we are conscious that it's not always the easy thing.”



– Sean Kane
Director, Strategic Shipping and Locker Sales,
Pitney Bowes

- Diversity Inc's Top Companies for Diversity (five times starting in 2001, including No. 1 in 2004)
- Human Rights Campaign, 100 percent Corporate Equality Index (2021)
- Bloomberg Gender Equality Index (2020, 2019, 2018) America's Best Employers for Diversity (Forbes Magazine 2021, 2020, 2019)
- America's Best Employers for Women (Forbes Magazine 2020, 2019, 2018)
- Honoured at Women's Forum of New York Breakfast of Corporate Champions 2019 and 2021

India

- Top5 Companies In DivHERsity (divHERsity awards, JobsforHer 2021)
- Top5 DivHERsity Champions – Ruchi Bhalla (divHERsity awards, JobsforHer 2021)
- India's Top 20 IT Companies to Work For (Great Place to Work Institute 2020)
- Best Business Continuity Practices Award (Zinnov 2020)
- Top20 Most Innovative Practice – Women Returnee Program (divHERsity awards, JobsforHer 2019)
- Top20 Most Innovative Practice – Women Leadership Development (divHERsity awards, JobsforHer 2019)
- Top20 DivHERsity Champions – Ruchi Bhalla (divHERsity awards, JobsforHer 2019)

- India's Best Companies to Work For (Great Places to Work Institute, recognised nine times, most recently for 2020)
- Excellence in Change Management Award (Association for Talent Development, 2016)

Partners in diversity and inclusion

We believe that the value of our own work on diversity and inclusion is compounded by partnership with other organisations with complementary missions, including the following:

Business Roundtable

The Business Roundtable (BRT) is an association of chief executive officers of America's leading companies working to promote a thriving US economy and expanded opportunity for all Americans through sound public policy. Pitney Bowes CEO Marc Lautenbach is an active member of the BRT. Our participation includes working on its Education & Workforce Committee, Racial Equity & Justice

Committee, and Chief Diversity Officers Working Group. View the BRT Pitney Bowes Diversity, Equity and Inclusion profile [here](#).

Catalyst

Catalyst is a global non-profit with a mission to accelerate progress for women through workplace inclusion. Pitney Bowes was one of the first companies to join the initiative, which brings together more than 70 high-profile CEOs and industry leaders committed to diversity, inclusion and gender equity in the workplace. Every Pitney Bowes CEO since the 1990s has been a member of the Catalyst Board of Directors; current 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.

Our gender equity efforts have also been repeatedly recognised by US organisations, including the Women's Business Enterprise National Council's "America's Top Corporations for Women's Business", DiversityInc's "Top 50 Companies for Diversity", The Catalyst Award for Innovations for Women in the Workplace, "Best Companies for Working Women" and "Top 25 Public Companies for Executive Women".

We partner with organisations such as Women's Business Enterprise National Council (WBENC) and Grace Hopper Celebration of Women to support the professional development and advancement of women.

DiversityJobs

DiversityJobs is a network of job boards and job sites that engage diverse candidates including African Americans, Asian Americans, Hispanics, women, veterans, people with disabilities, members of the LGBTQ+ community and other minority groups. Pitney Bowes has partnered with DiversityJobs since 2019.

PowerToFly

PowerToFly is a network of job boards that reaches into communities of women, trans, non-binary and gender non-conforming people. We use their platform to post jobs, provide an employer branding profile and hold events. Pitney Bowes has partnered with PowerToFly since 2018.

RecruitMilitary

RecruitMilitary provides access to more than a million military candidates with recruiting, job fairs, job posting and employer branding. The site and its services are free for veterans and their spouses. We began partnering with RecruitMilitary in 2020.

Recruitment

We seek to help the company grow by acquiring and developing top talent. To do this, we combine a strong focus on internal mobility with a strategic approach to the recruitment of external talent. We seek to find and secure outstanding talent by diversifying our candidate slates and providing a robust, streamlined candidate experience.

While 2020 was challenging, it also presented opportunities to shift our approach not only to safeguard the health and safety of our employees, candidates, clients and communities, but also to drive new efficiencies in our process while continuing to prioritise diversity. Throughout the year, we worked in close partnership with our business and human resource colleagues



Get hired immediately.

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Work is ready.



Safety is permanent.



Get hired now.

pbi.bz/seasonaljobs

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to understand the external factors that were affecting our business and likely to continue to do so. We then took numerous steps, including the following:

Health and safety

- Incorporating applicable COVID-19 health screening questions throughout the recruitment process and on the Pitney Bowes Careers site
- Adjusting summer internships to virtual, and shifting all on-campus initiatives to virtual, including campus workshops and data challenges
- Adding social content reflecting the high priority that we place on health and wellness
- Hosting an all-virtual Pitney Bowes Career empowerment month with opportunities for employees to interact on topics related to career development, mental and physical wellness and virtual networking

Efficiency

- Incorporating technology to more effectively source diverse talent pipelines

- Revamping our Careers site to ensure mobile accessibility, developing tailored landing pages, adding a military translator and incorporating candidate-driven content
- Revising the Pitney Bowes job application to make it more efficient for candidates
- Augmenting our team to support critical recruitment needs

Diversity

- Recruiting technicians through partnerships with vocational and technical schools in locations where Pitney Bowes has warehouse facilities
- Participating in allyship organisation speaking engagements and events
- Partnering with organisations reaching diverse pools of talent and assisting veterans and military in transition
- Developing tailored, localised marketing campaigns aimed at diverse audiences
- Investing in talent advisor training and certification to help cast the widest net possible for talent

Engagement

An engaged workforce is more productive, empowered and invested in the company's success. Engagement starts with seeking the employee voice and then acting on what we hear. Our listening strategy for gathering employee input includes employee focus groups, Pulse surveys on specific topics throughout the year, as well as an annual multi-language global employee survey. The survey covers many aspects of the employee experience, with a special focus on areas that we regard as strategic enablers of long-term business value, including client focus, teamwork, innovation, manager effectiveness, engagement, and diversity and inclusion. We benchmark our results against an external database of high-performing organisations. Throughout our multi-year transformation, we have seen an increase in overall employee engagement scores. In 2020, our scores increased year-over-year in every category. For the sixth consecutive year, our participation rate was equivalent to high-performing, and in certain other categories we exceeded that benchmark. We are particularly proud of our scores in diversity and inclusion, which are consistently our highest above global high-performing companies.

We identify high-engaging managers and their best practices to help support a high-engaging culture through resources such as feature stories, tips and videos based on the insights gleaned from the survey results. Our research shows that opportunities to grow and develop are important to employee engagement and high performance. We provide resources and programmes for employees to advance their skills and achieve career goals through a combination of professional development initiatives, training, experiential learning and inclusion networks.

Development

We focus on hiring talented people, tapping into current employees' potential and designing impactful solutions that build upon their existing skills and help them to develop further. We see employee development as a partnership, a "triangle of

accountability" between the company, the individual employee and their manager. We support this approach both from within our Human Resources organisation and through partnerships with third parties such as NIIT.

Our approach has allowed us to be proactive and nimble in response to business challenges. Where feasible, we integrate evidence-informed decision-making in the areas of Sales, Services, Client Operations, Product Launch Enablement and Leadership Development with targeted learning outcomes to justify the investment. We deliver our programmes in multiple formats, with increasing emphasis on virtual/mobile offerings available to large numbers of employees. We are also partnering globally across the entire HR organisation to create a unified "talent management ecosystem" as we transition to the Workday Human Capital Management (HCM) platform in 2021.

We believe it's important for employees to have opportunities to use the skills they develop. We continue to promote our internal web resources to help employees to pursue such opportunities.

In 2019, we further embedded our Enabling High Performance strategy and integrated our quarterly feedback

check-in process into our Learning Management System platform. We supported these changes with training for managers to help them have effective feedback conversations. We also launched “Craft a Better Future Through Coaching”, a global coaching programme for all people managers.

Over the last several years, we have developed and implemented a comprehensive offering of leadership development programmes. While we continue to pivot to a more virtual delivery approach, the following remain a core part of our offering:

Team Lead Essentials

This stand-alone programme for Presort is designed for hourly employees exhibiting supervisory potential. The programme is designed to help reduce turnover by providing

focused skill development. Participants gain skills in areas such as how to increase teamwork, communicating with respect, influencing without authority, resolving conflict, improving engagement and proactive retention tactics.

Leadership Essentials for Supervisors

This stand-alone Presort programme serves newly hired or promoted supervisors of hourly direct reports. The training helps participants to assess their own ability to think, act and influence through personality assessment, engage in productive discussions with direct reports, peers and leaders, develop personal action plans to strengthen their people skills, and practise goal setting, coaching and time management.

Leadership Essentials for Managers

This enterprise-wide programme is designed for newly minted people managers or for managers who would like a refresher on best practices. It is also open to managers who have not completed a leadership development programme since acquiring their position. We offer it both as a stand-alone programme and as a prerequisite to role-specific leadership programmes.

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. Going into its third year, this programme identifies senior leaders to serve as site leaders in facilities with 50 or more employees. These leaders engage 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 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 2017, SPRINT is designed to educate employees on topics such as development planning and the skills and capabilities required for front-line 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 2021.

The Early in Career (EiC) programme is a 13-month global offering designed to accelerate the professional and personal growth of employees with up to ten years of professional experience who have demonstrated executive potential, as identified through our Strategic Talent Review process. 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 business challenges and opportunities developed by our

senior executive sponsors. The sixth cohort of programme participants began in 2020 and will graduate this year before being deployed across the organisation.

BTS (Business Training Systems) is a business simulation exercise lasting two and a half days 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 our newest executive-level leadership offering. Launched in 2019, this third-party offering allows executives at the director level and above to take appropriate business certification courses from some of the most prestigious universities.



Craft a better future through coaching.

Health and wellness

Providing a healthy work environment has long been an important part of our culture at Pitney Bowes. In maintaining our commitment, we offer comprehensive benefit and wellness programmes to our employees worldwide.

Supporting 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. Additional free programmes and benefit offerings are available in more than 70 locations with a focus on:

- Nutrition, fitness and weight management
- Resiliency, stress and mental health
- Financial planning and savings
- Preventive care and cancer screenings
- Flu and other recommended vaccinations
- Travel medicine consultations
- Ergonomic assessments and back pain prevention
- Smoking cessation

Staying safe during the COVID-19 pandemic

In response to the COVID-19 pandemic, we provided virtual resources to help employees stay healthy at home as well as in the field or at facilities where they were essential workers. We developed an online Coronavirus Resource Center to direct employees and their families to benefit and supplier updates as new information became available throughout the early phases of the pandemic.

We formed a cross-functional team to guide our approach. Our response plan included communications, training and risk assessment for safe distancing, cleaning protocols, guidance on hand

washing and proper mask and PPE usage, health screening processes and COVID safety audits. We also formed a team to consider safety issues associated with a return to office-based work.

Below are some of the communications and COVID safety protocols that we developed and used at our operating centres.

For employees in the US diagnosed with or directly exposed to COVID-19, we provided up to 14 days' pay to minimise financial hardship. Nurses contacted affected employees to check on their progress to ensure clearance before returning to work. They assisted employees in finding

locations for COVID-19 testing, which was provided at no cost under all Pitney Bowes medical plans. They also helped employees to access telemedicine resources and primary care doctors. Using our clinic agreements, our nurses worked to procure personal protection equipment (PPE) for our essential employees.

Additional assistance has ranged from providing tips for the transition to working at home, to programmes on balancing work and life, to virtual ergonomic assessments for newly remote employees, to benefits for those needing child and elderly care resources. We offered daily live virtual fitness classes, weekly guided meditation sessions and weekly support

groups for talking through some of the issues that employees were facing.

To inspire employees and their families to keep active and stay connected, we launched our first virtual 5K event. Our annual One-in-a-Million Day walk event and Get Moving fitness programme offered a new virtual opportunity to unite employees around the world to achieve 100 million steps.

FACE COVERINGS ARE REQUIRED AT THIS FACILITY

pitney bowes

If you answer **YES** to ANY of these Health Screening questions, please return to your **HOME**.

Do you have a fever greater than 99.6° or any of these symptoms:

- Chills
- Repeated shaking with chills
- New loss of taste or smell
- Muscle pain
- Headache
- Sore throat

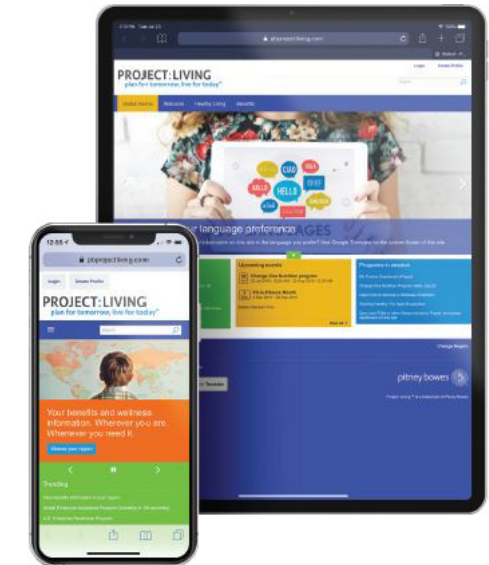
For further guidance contact your **Manager and:**

- Pitney Bowes HR Support Line at 800-932-3631 or,
- Your agency

Have you had close contact with anyone with a diagnosis of COVID-19 or have had COVID-19 symptoms in the last 14 days?

By starting your work shift, you agree that:

- I do not have any of these symptoms
- I have not been in contact to anyone with COVID19 in the last 14 days
- I have not been out of the country in the last 14 days



Making healthcare easily accessible

In addition to providing high-quality affordable care to 10,000 US employees, we structure our benefit offerings to make access to care as convenient as possible. Having telehealth services at the forefront of our offerings in recent years has

greatly facilitated adapting to the quickly changing world of COVID-19. Pitney Bowes medical staff are offering virtual visits, and employees and family members have 24-hour access to a network of registered doctors and providers through other telehealth services.

Our flu shot programme was expanded by administering flu shots at selected facilities, while ensuring adherence to CDC-recommended COVID-19 guidelines. In partnership with CVS, we also provided employees with vouchers to obtain free flu shots.

Guiding people along their wellness journey

Our programmes are designed to motivate employees to make positive lifestyle choices. Our wellness team consists of registered dietitian nutritionists, certified health coaches and an exercise physiologist. We also have a worldwide network of Pitney Bowes Wellness Champions who volunteer to coordinate wellness events. Through our offerings, employees have access to onsite and virtual activities as well as telephone services in areas such as nutrition counselling, health coaching, fitness classes and team-based programmes.

Promoting and educating on financial well-being

Financial well-being has always been an integral part of the Pitney Bowes wellness philosophy, and we provide programmes and resources to help employees achieve their financial goals. In recognition of this work, our 401(k) programme was designated 2020 Best in Class by PLANSPONSOR magazine.

In the US, we provide programmes and apps that enable employees to receive expert guidance on managing finances, creating a budget and saving for the future. As a result of the CARES Act, we provided 401(k) benefit plan updates and allowed plan amendments to alleviate the financial burden of the pandemic.

Fostering a culture of mental health awareness

Mental health care is as important as caring for our physical health. Our Employee Assistance Program, now available in 20 countries, offers employees and their families access to free mental health counselling and related resources. In recognition of World Mental Health Day in October, we held daily themed sessions led by industry experts, guest speakers and our own wellness team on a variety of topics related to mental, physical and even financial health.

Helping families to balance work and home life

In 2020, Pitney Bowes introduced a Paid Parental Leave benefit, which provides six weeks of paid leave to mothers and fathers to care for and bond with a newborn or newly adopted child. For mothers who give birth, the six-week leave is in addition to the standard maternity leave offered by Pitney Bowes under the Short-Term Disability Policy. In partnership with our benefit suppliers, we also introduced programmes to help families meet caregiving demands amid the added stress of having everyone at home during the pandemic. We also expanded learning and tutoring resources to help those needing academic support for school-aged children.

Supporting the fight against cancer

Cancer screening and prevention are at the forefront of our education and awareness strategy. We provide resources via our website and through informational seminars. In partnership with the Johns Hopkins *Work Stride: Managing Cancer at Work* programme, employees have access to a dedicated oncology nurse navigator who provides personalised guidance to those affected by cancer, either directly or as a caregiver or manager. This programme also

educates Pitney Bowes managers and supervisors on how to best support their employees when they or their loved ones are diagnosed with cancer.

Innovating the future of healthcare

We continue to focus on innovative ways to control health care costs while designing offerings to improve outcomes and ensure a personalised, efficient experience for our employees and their families. Our partnership with the Health Transformation Alliance (HTA) helps us to address employee healthcare issues in the United States. We also partner with CVS Health to offer cost-effective prescription drug coverage, and in 2020 we partnered with Archimedes to administer speciality drugs for those with ongoing or complex conditions such as multiple sclerosis, haemophilia or rheumatoid arthritis. We also offer a free tool, Rx Savings Solutions, to help employees find best-value alternatives to their prescribed medications. And for those affected by complex and rare cancers, we provide extra support through AccessHope, a world-renowned cancer research and treatment centre.

Safety

We consider the safety of our employees to be the responsibility of each of our site managers working closely with our central EHS team. The EHS team has primary responsibility for identifying, mitigating and managing safety risks within our operations by providing training, communications, auditing and compliance assistance. This specialised team of experts then works in close partnership with local site management and front-line employees to find ways to eliminate injuries, reduce related costs, and identify opportunities for improvement.

We regularly evaluate site safety performance, share successes and create projects to engage employees in safety improvements. We also report monthly on key safety metrics to local site management and senior leadership. Our monthly webinar for local safety coordinators and site leadership provides an opportunity to train on key topics, raise awareness about recent incidents, and share ideas and best practices for safety. Safety compliance is also an area of focus for the company's Ethics and Compliance Committee, whose business unit-focused meetings highlight emerging issues and opportunities for improvement.

Safety performance

In 2020, our global rate of recordable injuries improved from the prior year. Our worldwide Total Recordable Incident Rate (TRIR) was down by 6 per cent, while our Restricted Workday Case Rate was down by 22 per cent. These injury reductions spanned all our lines of business thanks to focused efforts throughout our operations.

Our metrics are calculated based on 200,000 hours worked and include our full-time employees as well as temporary staff at our operating centres. Leading indicators are an important part of our overall EHS performance assessment, and we track indicators such as safety committee meetings, employee training and facility inspections.

Risk reduction

Risk reduction is at the heart of how we manage our operations. Each site commits to identifying and taking actions to reduce or eliminate risk. One tool that we have developed and utilised is the use of Hazard Risk Assessments (HRAs) for all key processes. These identify the engineering and administrative controls (such as updates to training), as well as any required PPE to mitigate the risk. HRAs are updated and evaluated on a regular basis

to continually improve our safety and health management systems. Additional updates occur as needed in conjunction with our accident investigation, near-miss reporting and facility audit programmes when we identify a new or emerging risk. We also publish monthly training, communications and huddle topics on key safety practices and messages, as well as safety alerts and lessons

learned on specific issues and opportunities for improvement. Examples include:

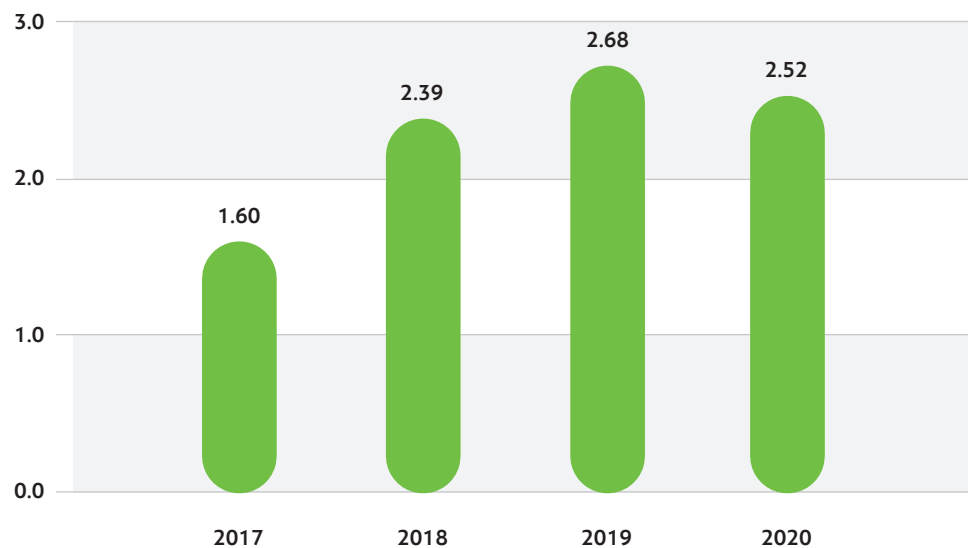
Powered Industrial Vehicle (PIV) safety

In 2020, we continued our efforts to reduce the number of PIV-related incidents. We review all PIV accidents within 24 hours and share lessons learned across our network of facilities.

Total recordables

	2017	2018	2019	2020
Total recordable cases	352	379	409	375
Total recordable incident rate	1.94	2.39	2.68	2.52

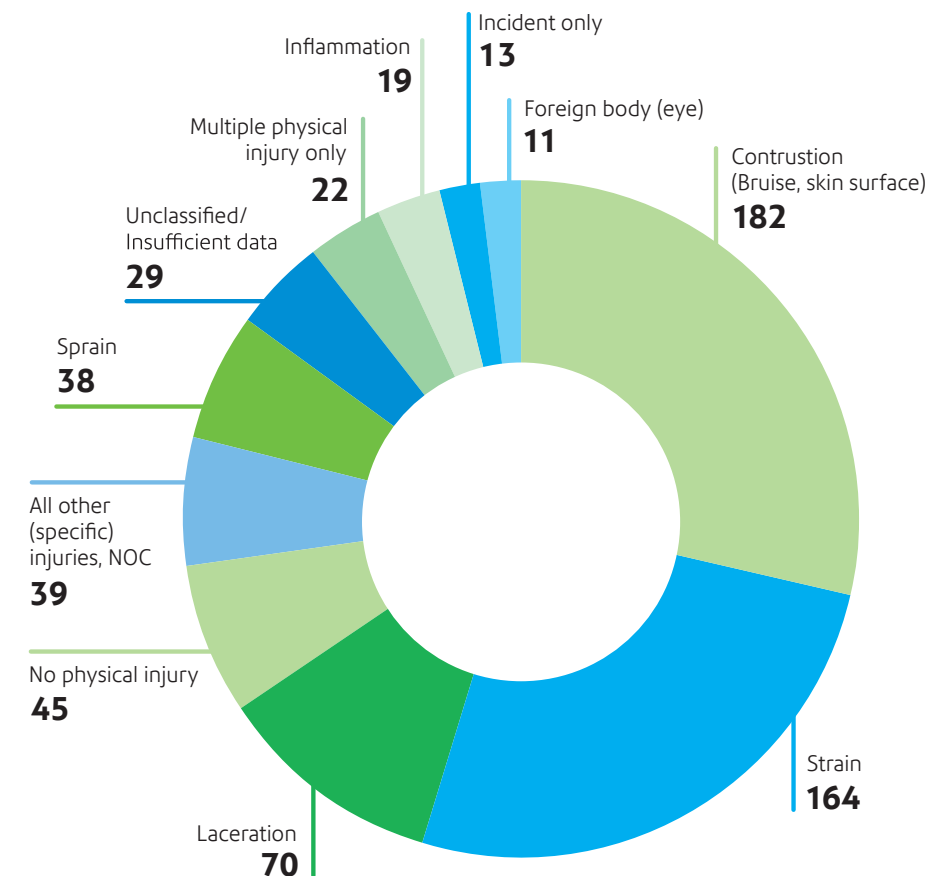
Year-over-year total recordable incident rate – Total PBI



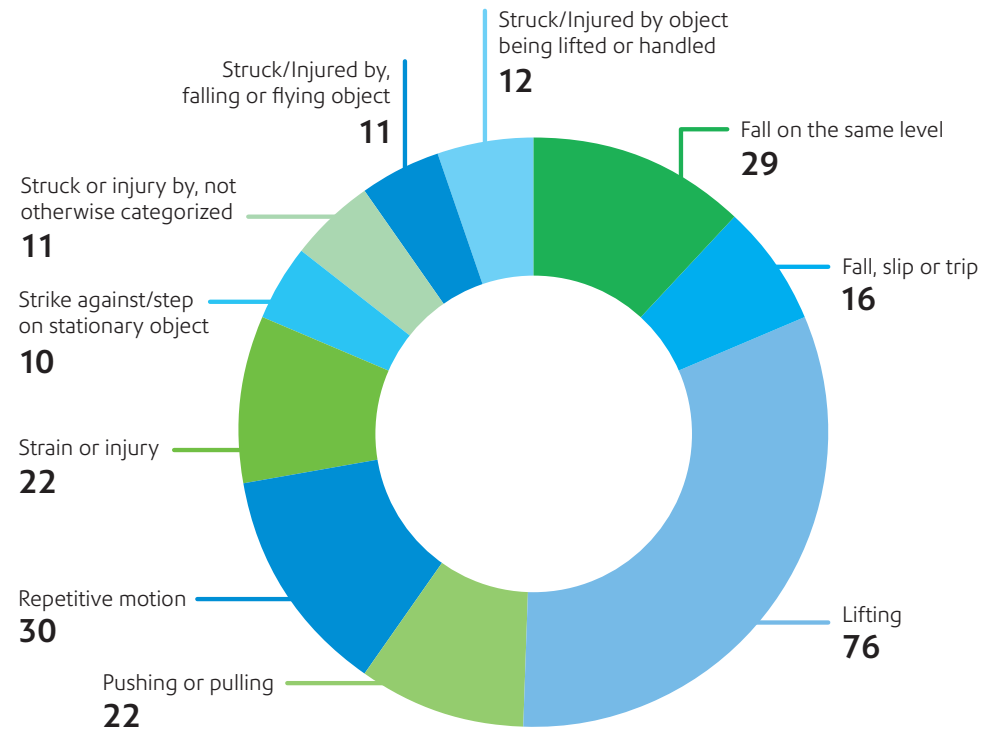
Lost and restricted

	2017	2018	2019	2020
Lost time cases	86	96	127	144
Lost work-day case rate	0.47	0.67	0.77	0.96
Restricted cases	221	225	251	180
Restricted work-day case rate	1.22	1.42	1.58	1.23

Nature of injury – all reported claims 2020



Cause of injury – Top 10 OSHA recordable injuries 2020



We now have standardised PIV training across the operating units, and we conducted new training with all PIV operators in our Global Ecommerce operations. The business worked an additional 3.6 million hours in 2020 compared to 2019. We experienced a slight increase in PIV accidents per 200,000 work hours, from 1.20 in 2019 to 1.26 in 2020. We report on PIV accident metrics monthly to senior business leaders to further engage those leaders as partners in mitigating these risks.

Operations team members formed and led a continuous improvement (Six Sigma) team to help minimise the number of PIV-related incidents. The team reviewed accident data and developed improvement plans that included standard colour-coded floor markings and Standard Operating Procedures to ensure consistency across our PB Global Logistics operations.

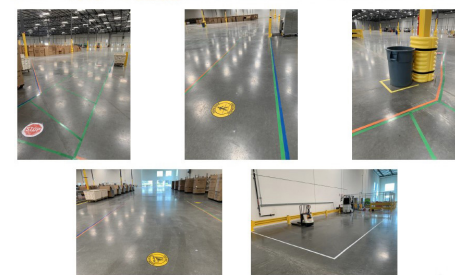
Physical and virtual safety audits

We regularly review the safety of our operations through both formal audits and more informal site visits to advise, review safety issues or questions, and discuss potential improvements. We also use our site visits and audits as opportunities for coaching and collaboration. We identify any regulatory or EHS management system deficiencies, enter corrective actions into a tracking system, and monitor the situation until full closure. In scheduling each year's roster of audits and site visits, we prioritise based on factors such as recent injuries, severity of injuries, timing and findings of prior audits, new processes or equipment, expansions/construction and experience of personnel. In light of

travel restrictions imposed in 2020, the EHS team implemented a new "virtual audit" process. These audits included a pre-planned video walkthrough and review of operations. The EHS team was able to "view" the sites' key areas in real time, instantly identifying areas for improvement or compliance concerns. We anticipate that even as travel returns, these virtual audit tools

will enable the team to visit more sites each year and provide more real-time feedback in addition to in-person site visits and audits.

Implementation Examples



Corporate Responsibility Report

Our clients and suppliers

Pitney Bowes entered its second century celebrating our strong tradition of dedication to our clients and our continuing commitment to deliver for our clients in the ways that they need in everything from product design to manufacturing, sales, support and external partnerships. As 2020 unfolded, they needed us to be fast, flexible, responsive and reliable – and we were.

J.D. Power 2021 Certified Technology Service & Support Program, developed in conjunction with TSIA. Based on successful completion of an audit and exceeding a customer satisfaction benchmark for Technology Service and Support operations. For more information, visit jdpower.com or tsia.com.



Supplier Code of Conduct

Supplier Diversity Advisory Board

NaVOBA



2020 Best Corporations for Veteran's Business Enterprises

2020 illumi Outstanding Innovator award

Pitney Bowes has been recognised by J.D. Power

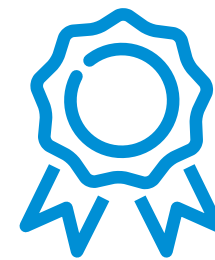


for providing "An Outstanding Customer Service Experience" for its Technology Service & Support Program.

2020 Design & Innovation Awards finalist for Cultural Transformation



WBENC: 2020 WeTHRIVE sponsor and contributor



A better client experience

Over the years, we have evolved from having a small team focused on client experience to a company-wide culture that is client-focused. Our Client Experience Council now encompasses all business units and key functions to ensure that we have the right capabilities to deliver and improve our value to all of our clients. Cross-channel strategy, voice-of-client insights, data analytics and reporting, and employee enablement are all part of the Council's charter, enabling it to provide oversight, guidance and training across the company.

We have also established a Client-Centered Innovation Program to enhance employees' ability to solve problems from a client perspective and achieve results faster. This three-month, hands-on development programme is now open to individuals and teams across the organisation. To date, more than 150 employees have taken part, gaining skills and empathy to break down internal barriers and create great client experiences that were previously unachievable.

We apply our client-centred approach globally. Our globalisation capabilities allow us to develop products, solutions

and experiences that are ready for global expansion. Our globalisation team assists our businesses in planning the internationalisation of our offerings. Our translation management capabilities allow teams to localise all content needed to support both new and existing clients, from web content to technical and account support materials, policies, marketing campaigns, billing and statements.

Driving innovation in the B2B client experience

Measuring client experience in the B2B space can be challenging. We have addressed this challenge with a multi-country client experience intelligence programme that covers all customer touchpoints, spans multiple cultures and addresses a multitude of measurement issues. Using the programme has improved Net Promoter Scores by making them more readily available for executive review, analysing them alongside other core business metrics, and bringing customer experience issues to the forefront of the business so that we can act on them quickly and effectively.

The programme has also improved access and response to a wealth of open-text customer feedback. By implementing text analytics, we can now analyse feedback at a granular level to diagnose and enable a more

tailored response to customer issues. As a result, time previously required for manual feedback collection can now be devoted to larger concerns of issue identification and support. By combining insights from multiple data sources in a single dashboard, we've reduced call centre costs while achieving the best Net Promoter Scores in company history.

Awards

- **2020 Design & Innovation Awards Finalist for Cultural Transformation** in recognition of the cultural impact of the Pitney Bowes Client-Centered Innovation Program.
- **2020 illumi Outstanding Innovator Award.** The illumi Awards recognise brands that have achieved extraordinary success using human insights to deliver world-class client experiences. The award honoured Pitney Bowes for achieving a 133 per cent increase in client renewal rates through improvements derived from user-tested client insights.
- **J.D. Power Award for Outstanding Customer Service in Technical Support.** The award honoured PB Global Services and Support after a J.D. Power survey of 500 of our clients. The survey, launched before the outbreak of COVID-19, found that client satisfaction with Technical Support actually improved as the pandemic progressed.

- **The ACE (Achievement in Customer Excellence) Awards** recognise outstanding achievement in customer and employee experience. Pitney Bowes won in five categories: Digital Success, Voice of the Customer, B2B, Business Impact and Innovation.

Supplier Code of Conduct

The quality of our suppliers and our relationships with them is critical to our success in serving clients effectively. To meet our commitment to the highest standards of product and service quality, we impose comparable standards on our suppliers, including requiring that working conditions in

our supply chain be safe, that workers are treated with respect and dignity, and that manufacturing processes are environmentally and socially responsible.

To ensure that suppliers support this commitment, we provide them 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. See our Supplier Code of Conduct [here](#).



Supplier Diversity Program

We are committed to growing our business using diverse suppliers. We believe that 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 work to encourage opportunities for these businesses to be considered as

potential suppliers, with a specific focus on:

- Minority (including African American, Hispanic American, Asian American/ Asian Sub-Continent, Native American, Alaska Native)
- Women
- Veterans, service-disabled veterans
- Small businesses
- Small businesses located in a

Historically Underutilized Business Zone (HUBZone)

- Lesbian, gay, bisexual, transgender (LGBTQ+)
- Economically Small Disadvantaged Businesses (SDB)
- Americans with disabilities

We have a Supplier Diversity Advisory Board that convenes on a quarterly basis to help drive engagement across the enterprise and align with annual objectives. The Advisory Board is led by the Supplier Diversity Program Manager and includes the Vice President of Diversity, Inclusion and Employee Engagement, senior leadership across our business, and procurement supplier diversity advocates.

We also partner with external organisations focused on the growth and sustainability of diverse businesses, participating in a variety of supplier development events throughout the year. We supplement these with match-maker events to specifically identify potential suppliers for our businesses' needs.

We work in partnership with the Fairfield, Connecticut-based Connecticut Supplier Connection to maintain a supplier diversity portal where interested suppliers can register for potential business from numerous companies seeking services.

Tier 2 reporting to our clients

We report quarterly diverse supplier spend and assess it against our US General Services Administration (GSA) Annual Subcontracting Plan. Each quarter we report our Tier 2 spend to clients who represent at least \$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 report and monitor qualified spend with the following business types: Small, Minority, Women, Veteran, Service-Disabled Veteran and HubZone. In addition, we monitor and internally track LGBTQ+ supplier spend against internal targets.

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 on the Connecticut Supplier Connection portal, a collaborative portal shared by several major companies in Connecticut and dozens of others across the country. By using the portal, diverse businesses have the opportunity

to be discovered/searched for by multiple member companies. We also encourage them to seek certification from at least one of the following supplier development agencies:

- National Minority Supplier Development Council (NMSDC)
- Women's Business Enterprise National Council (WBENC)
- Small Business Administration (SBA)
- National LGBTQ+ Chamber of Commerce (NGLCC)
- National Veteran-Owned Business Association (NaVOBA)

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

Supplier Diversity Partnership: WBENC

Pitney Bowes has partnered with WBENC in 2020 and again in 2021 to have one of our senior leaders, Shawn Halladay, Chief Financial and Operating Officer, The Pitney Bowes Bank, as a presenter/workshop facilitator in WBENC's WeTHRIVE programme, providing expertise in financial topics to women business owners/leaders.

“Pitney Bowes has spent 100 years helping clients of all sizes to succeed. The challenges of 2020 were particularly acute for small businesses and diverse suppliers, so we took extra steps in collaboration with WBENC’s WeTHRIVE programme to help them strengthen their financial management skills. A senior Pitney Bowes Financial Services executive shared their expertise and facilitated workshops to help these valued suppliers thrive in this difficult environment.”



– Cynthia Toscano-Lopez
Supplier Diversity Program Manager



Supplier diversity corporate memberships



Supplier diversity performance

Pitney Bowes' overall diverse supplier spend for 2020 was 22.5 per cent, an overall diverse spend increase of 1.7 percentage points (PPT) from 2019. For small business concerns, the total was 14.1 per cent, of which 10.5 per cent related to small diverse businesses.

Recognition and awards

Our global supplier diversity programme has repeatedly won awards from leading industry groups and publications, including:

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

Transparency in our supply chain

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's Form SD and Conflict Minerals Report, in which we disclose the supply chain due diligence that we undertook in 2018 to try to determine whether any conflict minerals used in our products may have originated in the DRC or other Covered Countries, can be downloaded [here](#).

California Transparency in Supply Chains Act / UK Modern Day Slavery Act Statements

In compliance with the state of California's Transparency in Supply Chains 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 Chains Act statement [here](#) and our UK Modern Day Slavery Act statement [here](#).

Corporate Responsibility Report Our communities

Creating meaningful impact

Pitney Bowes has been committed to our communities since the company's early days, when Chairman and CEO Walter Wheeler established the ideals of fairness, partnership and community service as core values in our culture. Today, we bring that same spirit of optimism, integrity and empathy to our communities around the world through the work of the Pitney Bowes Foundation and the generous participation of employees at every level.

We focus our philanthropy on literacy and education, supporting innovative and effective programmes in underserved school districts that are often forced to deal with social and economic inequality. Through philanthropy, partnership and volunteering, we work to help ensure that all students have a better opportunity to grow to their full potential. The programmes that we support address needs at every stage from early childhood to workforce development, including literacy, STEM (science, technology, engineering and maths) and entrepreneurship education.

We work with proven non-profit partners whose missions and objectives align with our purpose.



Pitney Bowes honoured by
Stamford Public Education Foundation
Women's Mentoring Network
The American Red Cross (CT/RI Chapter)

More than
\$1.7M
donated through employee giving and matching gifts

Dedicated to community service

27 projects
21 locations
1045 volunteers
in support of education



Opportunity for all

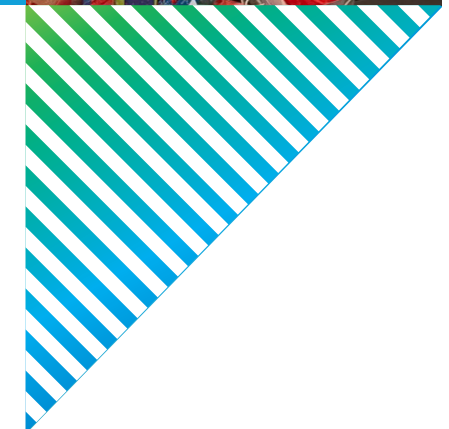


Pitney Bowes Foundation focuses efforts on literacy and education

Since its inception in 1992, the Pitney Bowes Relief Fund has provided more than

\$3M

to support those affected by natural disasters and personal tragedies



Through our global employee involvement partner – the United Way – and Pitney Bowes Foundation grantees, we are able to make a difference at the local, national and global levels.

In addition to literacy and education, we address other critical community needs through our support of disaster relief efforts and organisations that provide access to health and human services. Our intention is to make sound social investment decisions that create value for our communities across the globe.

Our employees' participation in these efforts is an enduring part of our culture. Last year, our flagship team volunteer programme, Dedication to Education, spanned seven countries with programmes designed to strengthen communities and build brighter futures.

Employee volunteerism at Pitney Bowes

Pitney Bowes employees have a long tradition of enthusiastic community service. Individually and together,

our colleagues across the company have volunteered to support early literacy, career development, STEM education, mentoring programmes, environmental causes, food and blood drives, and much more. They readily acknowledge that hands-on, skills-based volunteerism has enriched their lives, enhanced their career development and expanded their world views – while also strengthening community programmes and generating expanded opportunities for children and families. We support these efforts through team and individual volunteer grants from the Pitney Bowes Foundation.

Partnering with Pitney Bowes volunteers

We believe that volunteerism is an essential part of building strong communities. Throughout our history, PB volunteers have been dedicated to community service. Our support for their efforts takes several forms:

Volunteer grants

- Individual volunteer grants: In many cases, we recognise individual employees' volunteering activities by providing grants directly to the non-

profits where they volunteer. These individual grants, available in the United States and United Kingdom, range from US \$125 for 25 hours of service to US \$500 for 100 hours.

- Team grants: In all countries where we have operations, we also provide grants to cover the costs of materials and supplies for projects undertaken by teams of three or more employees or retirees.

Non-profit board service

One of the most effective ways for employees to help their communities is through service as directors of relevant organisations. In 2020, 55 employees served as representatives of Pitney Bowes on the boards of local, national or global 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.

Volunteer Champions and Local Community Leadership/CSR Teams

By serving as Champions or on Local Community Leadership/CSR Teams around the world, colleagues can

help inspire others to become active volunteers in their communities. Pitney Bowes Foundation grants support their efforts. While the teams' primary focus is literacy and education, their efforts also support blood drives and collections of food, clothing, books, back-to-school supplies and Christmas 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 supporting our communities globally ever since. PB 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 Centers and other Foundation grantees. All activities and projects support education, which is the focus of our philanthropic and community efforts.

In 2020, our D2E celebration spanned 27 projects in 21 locations in Australia,

Brazil, India, Ireland, Israel, the United Kingdom and the United States. With highly engaged employee volunteers, outstanding non-profit partners, and Team Project Grants from the Pitney Bowes Foundation, the programme was a great success despite the limitations caused by COVID-19.

Pitney Bowes is a long-standing supporter of **Reading Is Fundamental** (RIF), America's largest early literacy non-profit. In partnership with RIF, we added an event to benefit early literacy to all of our business unit kick-off meetings in 2020. PB volunteers at these events wrote inspiring notes on RIF bookmarks that accompanied books donated to students in the communities where the kick-offs were held. Partners for other events around the world included United Way Ready to Read and Day of Action programmes, Junior Achievement, Boys and Girls Clubs, local schools, parent-teacher organisations, community centres, children's museums and other educational non-profits.

Share the Message: Read!

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 volunteers in working directly with

primary school children to help them experience the joy of reading. Our support includes a 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 span a variety of subjects geared towards children's interests, and 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. While our volunteers weren't able to visit many of our schools and community partners in 2020, we continued to provide RIF books to children in underserved communities to support their love of reading and learning.

Honouring our first century through service

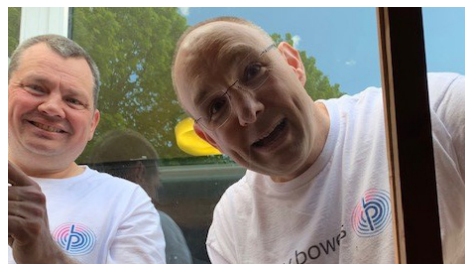
In January 2020, we kicked off our company's 100th anniversary year with a celebration of service and our support for education. This celebration took many forms:

- **Stamford, Connecticut:** CEO Marc Lautenbach joined employee volunteers at Children's Learning Center's William Pitt Child Development Program for "Full STEAM Ahead" – a day-long event

in which our volunteers led experiential learning activities in science, technology, engineering, arts and maths with nursery-school children.



- **Hatfield, United Kingdom:** In partnership with United Way UK, Pitney Bowes volunteers assembled school supply kits and delivered them along with new books to students at **Howe Dell School**. Twenty PB volunteers created a virtual rainbow of 437 kits to engage students in reading and learning.



- **Shelton/Bridgeport, Connecticut:** Our volunteers took part in a Share the Message: Read! project at **Columbus Elementary School** in partnership with the Bridgeport

School Volunteer Association. Volunteers read *A Balloon for Isabel* and helped students to craft a bookmark and choose a new Reading Is Fundamental book to take home.



- **Noida and Pune, India:** Volunteers provided workshops on technical skills for students from the Navjyoti Foundation and career guidance for students served by the **FUEL Foundation**.



- **Sydney, Australia:** In partnership with United Way of Australia, PB volunteers at the regional kick-off meeting assembled 70 school backpacks filled with water bottles, lunchboxes, crayons, books and other fun stuff, and personalised them with

an inspiring note. A grant from the Pitney Bowes Foundation to United Way of Australia provided funding for the project. The backpacks were given to students at "The Hive" – a collaborative programme in Mount Druitt designed to help prepare every child in the community for success in school.



Volunteering during COVID

In light of COVID-19's impact on our communities and partner non-profits, and to help our employees to make a difference safely, we offered a number of new ways to support children and families in need in our communities in 2020:

Acts of kindness

We encouraged our colleagues to share **#ActsofKindness** that supported friends, family, neighbours, co-workers and strangers. At the end of the year, the Pitney Bowes Foundation recognised their efforts with a special grant to the United Way Worldwide's COVID-19 Relief Fund. During these challenging days of "social distancing", colleagues have made a difference in a multitude of ways, including donating blood, supporting first responders at local hospitals with meals, delivering non-perishable foods to local food banks, helping isolated neighbours by doing grocery shopping, and – last but not least – expressing gratitude to postal and delivery workers through **#DeliveringThanks**.

Virtual volunteer offerings

We provided our colleagues with flexible virtual volunteer opportunities to help them make an impact safely, from wherever they are, at times that fit their schedules, including:

- The **United Nations Volunteer (UNV)** programme
- The United Way's **Vello Online Reading Platform**
- The **Missing Maps Project**
- Encouraging **blood and platelet donations**

Sometimes non-profit organisations need help with tasks that can be done virtually, enabling volunteers to work whenever and wherever they like.

We have encouraged employees to consider helping out on a wide array of projects, from website design and application development to data entry, social media promotion, blogging, editing, graphic design, photography/videography and branding assistance.

Traditional volunteer activities

Brazil:

Seven PB Brazil colleagues participated in the **United Way of Brazil's Day of Action** in support of the Born Learning programme with volunteers from 14 other companies. All told, 160 volunteers worked together to support daycare centres and schools serving nearly 3,000 families. Our team visited the CEI Albertina daycare centre, donated toys and educational products for play kits, and submitted videos for a storytelling activity.

United Kingdom:

In July and August, UK colleagues supported **Hertz Young Homeless** in a project called Making Something That Matters. Colleagues made a difference for young people in need of support during the pandemic by creating starter packs to help them become more independent. Starter

packs typically contained a frying pan, chopping board, saucepan, plate, bowl, cutlery, colander, cheese grater, knife, can opener, a cookbook and non-perishable food. Volunteers assembled the packs at home and included an encouraging note. They were then collected and distributed by United Way.

Harlow employees, in partnership with the local United Way, created literacy kits for 150 students in years 1-6 at **Cooks Spinney Primary Academy**, a government-funded school that serves students from age 3 to 11. The kits included three new, age-appropriate books along with a personalised note for each student, encouraging them to read.



Israel:

Over the past several years, Tel Aviv team members have developed a strong partnership with the **Achuzat Sara Children's Home**, with the majority of Tel Aviv employees volunteering at Children's Home programmes and events. Outstanding

examples have included "How to be an Independent Woman", for girls aged 17-18, led by the women on our Tel Aviv team and focused on topics such as self-perception, dreams and career development, financial education and self-defence, as well as a programme for boys aged 12-14, led by the men on our team to mentor the students about education, growing up and taking responsibility. During COVID-19, we continued to support the children and staff of the home, who remained there, being unable to go home to families. Our contributions included equipment, games, creative materials and occasional food and treats for the children, as well as gifts for the staff.

India:

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

- One team of volunteers provided career guidance and emotional literacy sessions to children and youth in collaboration with **Manthan NGO**.
- A group from Pune conducted technology sessions for year 8 students from **Bhatkya Vimukta Jati**

Shikshan Sanstha, educating them about good health and hygiene while celebrating World Literacy Day.



- PB volunteers in Noida and Pune organised workshops for children and youth on technical skills, personal development and mindfulness in partnership with **NIIT Foundation Association**. Mindfulness improves the ability to be present in the moment, and can help people make better decisions and have a better understanding of their interactions with others. Our volunteers guided students through various techniques such as Mindful Bite, Mindful Jar, Silence and Mindful Colouring.



- In January 2020, volunteers from Noida collaborated with the **Navjyoti Foundation** to create a workshop for local students in years 11 and 12 on how to manage their journey through life, learning and work, including career exploration, career development and other career-related issues.



- India employees also volunteered with **National Social Security (NSS)** to work with children who lack access to literacy and basic education services needed to qualify them to enrol in government schools. Our volunteers' role centred on storytelling, arts and crafts, and the donation of books to the centre's library.
- PB India also celebrated **World Environment Day** with a plant exhibition and sale, support for mobile libraries, contributions to orphanages and senior homes through JORAD (Just One Rupee A Day), and support for education, sports and health programmes serving underprivileged communities.

United States:

- **Business units adding RIF events to their annual kick-offs:** We continued our support of Reading Is Fundamental through community events held in conjunction with business unit annual kick-off meetings. At each event, we displayed RIF books and provided note cards and bookmarks on which our volunteers wrote encouraging notes to inspire children with the love of reading. A total of 640 children received two books apiece, including *Click Clack Moo: Cows that Type*, as well as an animal mask to assemble and play with. Books were distributed through the Boys & Girls Clubs in Destin and Miami, Florida, Sunrise Elementary in Orlando, Florida, and the Stamford Public Education Foundation in Stamford, Connecticut.



- **Reading support with Vello:** The United Way's Vello Online Reading Platform matches tutor teams with local classrooms, enabling volunteers to read e-books with students from

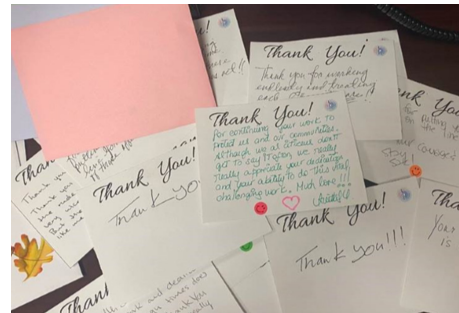
their desktop, smartphone or tablet. The programme focuses on primary school students in low-income communities where nearly 100 per cent of students qualify for free or reduced meals. Colleagues from across the US use Vello in weekly sessions to read to children in the Quad Cities of Iowa and Illinois.

- **SCORE volunteering:** The Pitney Bowes Foundation is a long-time supporter of **SCORE** – a national organisation that applies the skills of retired executives to help small businesses succeed. Last year, Pitney Bowes retirees (often assisted by current PB volunteers) provided more than 4,000 mentoring sessions and produced 180 education and workshop programmes to more than 4,000 attendees.



- **Letters Against Isolation and Words of Thanks:** Phoenix, Arizona colleagues spread kindness in their communities through these two virtual volunteer projects. Launched at the height of the COVID-19 crisis,

Letters Against Isolation engages volunteers to send letters to senior citizens who may be feeling lonely or isolated in assisted living facilities and care homes in the US, Canada, UK and Australia. Words of Thanks, a student-led non-profit, provides a virtual platform for anyone to write letters of appreciation to healthcare workers and first responders in their community.



- **Austin, Texas** PB volunteers visited Child Inc's **Brodie Child Development Center** to repair books and create an online catalogue for the centre's lending library. Using the Goodreads app and their mobile phones, they scanned more than 250 books, creating a record of every book including its title, author, ISBN code and a cover photo. In 2021, they returned to the centre to trim trees, tidy up the front garden, plant flowers, rake leaves and reseal paving stones to ensure a stable walkway to the playground. They also left room for the children to plant seeds of their own and watch them grow.



- **New York New York** colleagues participated in the **Network For Teaching Entrepreneurship's** first-ever Northeast Virtual Youth Entrepreneurship Summit in February 2021. Students heard from entrepreneurial leaders, networked with business professionals across state lines, and received personalised coaching, helped by Career Coaches, Ideation Coaches and Business Plan Coaches volunteering from Pitney Bowes and other organisations.



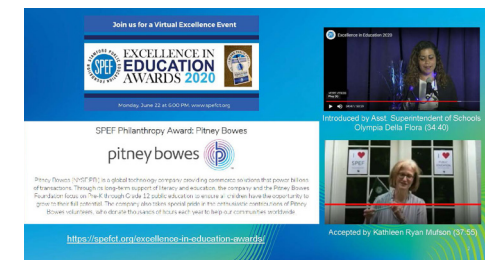
Recognition

American Red Cross Connecticut/ Rhode Island Chapter

In March 2021, Pitney Bowes received a Community Impact Award in honour of our long-standing support.

Stamford Public Education Foundation

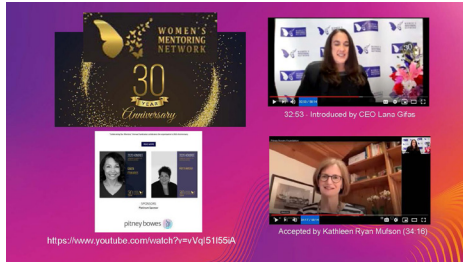
In March 2020, we were honoured at Pitney Bowes with an Award for Excellence in Education for our long-term support and focus on public education from nursery age to year 12. Our support helps to ensure that all children have the opportunity to grow to their full potential, and our volunteers donate thousands of hours each year to help communities worldwide.



Women's Mentoring Network

We were also honoured for our long-term support at the 30th anniversary celebration of the Women's Mentoring Network, which provides career, educational and personal resources for the economic empowerment of

low-income women and their families. Pitney Bowes was the organisation's first corporate donor and has sustained its commitment throughout the Network's three decades of service.



Mentor

We are honoured to be included on the National Mentoring Honor Roll of **MENTOR**, which is committed to connecting and fuelling opportunity for young people everywhere they are, from schools to workplaces and beyond.



Recognising our fellow volunteers

In celebration of our company's 100th anniversary, we created this video to honour our volunteers.

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 2020, seasonal drives at more than 20 Pitney Bowes sites helped improve life for families in need, as Global Corporate Citizenship & Philanthropy partnered with the Wellness Team's Thrive Program to deliver Random Acts of Kindness for the festive season. We thank all the champions who led these efforts and the many colleagues who found ways to participate virtually or with social distancing in mind.

- Our Australia colleagues worked with the United Way Shoe Box project to provide school supplies to **Wilmot Public School**. The drive supported 12 students from year 6 for a smooth transition to high school.



- Our Jacksonville, Florida team adopted a family of four children and their mother who had recently lost her job and needed a bit of uplift and support during the festive season.
- Colleagues in Madison, Wisconsin and Omaha, Nebraska teamed up for a coat and food drive to benefit families in their communities.
- The Phoenix, Arizona team partnered with the US Marine Corps to support the **Toys 4 Tots** programme for children.
- Colleagues in Brazil, in conjunction with the **United Way of Brazil's Day of Action**, donated toys and educational products to children supported by the United Way's Born Learning Program.



- Our Poland colleagues worked with a local community care home to create 37 Christmas packages for senior citizens at the home, including personalised notes to create a personal connection through otherwise contactless donations.
- Our team in Reading, Pennsylvania served more than 150 children from 53 families with a food drive, giving tree programme and Christmas gifts.
- St. Louis, Missouri colleagues again teamed up with **The Little Bit Foundation** to collect new and gently used winter clothing for young people.
- Our Shelton and Stamford (Connecticut) sites teamed up with **Valley United Way** on virtual drives for the Harvest House food security

- programme and **TEAM Inc.'s Toys 4 Kids** programme.
- United Kingdom colleagues assembled Christmas Packs to help **Herts Young Homeless** clients celebrate the festive season and settle into their new homes.
- Our India colleagues fulfilled the wishes of children from underprivileged backgrounds served by the NGO **Love Care Foundation**. They also conducted a drive-in celebration of Pitney Bowes' 100th anniversary, donating clothes, footwear and toys for Love Care Foundation clients.

Doubling our impact around the globe

Employees also engage in their communities through our 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** for more than 75 years, 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 \$1.7 million in donations to the United Way, the Pitney Bowes Relief Fund, Red Cross/Red Crescent Societies and more than 1,100 other charities around the world, thanks to employee pledges and matching gifts from the Foundation. Through the gift-matching programme, the company facilitates employee charitable giving through payroll deduction in several countries, and the Pitney Bowes Foundation matches employee giving in all participating locations. And because the company pays all administrative costs, 100 per cent of our employees' contributions and the Pitney Bowes Foundation's matching funds go directly to charity. We are particularly grateful to our campaign Champions this year, whose creative use of new virtual activities helped overcome the limitations imposed by COVID-19.

Literacy and education grants

Our community mindset

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

- We focus our philanthropy on education to enhance opportunities for all students in school districts where we have a presence. Much of our work focuses on serving young children through early literacy programmes that encourage parent engagement, stimulate the development of language and literacy skills and foster a love of learning.

- We also serve children from nursery school to Year 7 with year-round programmes, both school-based and after-school. We support in-school programmes that focus on literacy, core curriculum and science, technology, engineering, arts and maths (STEAM) disciplines.
- Through a focus on summer learning, we support programmes that help to minimise the loss of academic skills during school holidays.
- At secondary school level and beyond, we support programmes that motivate and equip students for higher education and potential career choices.

In addition to direct grant-making, we encourage employees to donate



their talent and expertise through volunteerism. From hands-on volunteering to skills-based efforts, and from mentoring to participation on non-profit boards, Pitney Bowes volunteers across the company donate thousands of hours each year to help children and families in our communities.

The following is an overview of a number of the efforts we support.

Building education equity

In partnership with other companies and Fairfield County's Community Foundation, Pitney Bowes has formed the **Fairfield County Business Collaborative for Education Equity**. The collaborative seeks to help reduce and eliminate educational disparities affecting the region's most vulnerable nursery-school age to year 12 students, parents and guardians as well as teachers and staff. Its new fund, administered by Fairfield County's Community Foundation, will provide funding for projects in the Greater Bridgeport, Danbury, Norwalk and Stamford regions, with an initial focus on early childhood education, high school students and food insecurity. Resources for this work include financial contributions, volunteerism and expertise, mentorships, and partnerships with other educational and community non-profits.

It was Pitney Bowes President and CEO Marc Lautenbach who extended an invitation to other companies to form the collaborative, saying: "It is unacceptable that entrenched educational gaps sharply divide Connecticut students along racial, ethnic and economic lines. Stepping forward to help reduce these gaps is the right thing for all of us, and for all of our stakeholders."

In November 2020, the collaborative launched its first funding initiative – a US \$50,000 challenge grant to support Bridgeport public school teachers and their students through the DonorsChoose crowdfunding platform. The result was funding for 249 projects from 122 teachers, reaching nearly 25,000 student experiences across 39 Bridgeport public schools.

The collaborative has also worked together to support Stamford public schools' continuing partnership with local non-profit Domus Kids for programmes at two high schools. In addition, volunteers from Pitney Bowes worked to support the preparation of new laptops for students in partnership with Bridgeport public schools' Information Technology Services team.

Early childhood and literacy education

A grant from the Pitney Bowes Foundation enabled **Reach Out**

and Read to work with doctors in low-income communities in Atlanta, Georgia; Spokane, Washington; and Bridgeport, Danbury and Stamford, Connecticut to prescribe books to children who are at risk of arriving at school with underdeveloped literacy skills. Reach Out and Read helps children prepare for success in school by incorporating books into paediatric care and encouraging families to read aloud together. Reach Out and Read medical providers give books to children at well-child visits from infancy until they start school.

Pitney Bowes Foundation support helps **Read to Grow** to promote early childhood literacy in Bridgeport, Connecticut. The grant provides literacy packets to families of babies born at Bridgeport hospitals, and free children's books at Book Places hosted by non-profits throughout the city through their Books for Babies and Books for Kids programmes.

Our long-standing support for **Children's Learning Centers (CLC) of Fairfield County'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 nursery school. CLC's holistic approach includes

nutritious meals and snacks, family support services and a curriculum on social and emotional development.

Reading Is Fundamental

Reading Is Fundamental

Since 2004, Pitney Bowes and the Pitney Bowes Foundation have supported the important work 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. Under this programme, volunteers read with children from nursery school to year 5, conduct craft projects and help the children to choose a new book of their own to take home. Thanks to a grant from the Pitney Bowes Foundation, RIF was able to distribute nearly 25,000 books to students even when schools were closed due to COVID-19. Through the Books with Meals programme, students were able to pick up books at school at the same time that they picked up meals provided through the National School Lunch Program.

Mentoring and youth leadership development

The Pitney Bowes Foundation regularly invests in mentoring programmes through the Connecticut-based **Governor's Prevention Partnership**. A recent grant enabled the Partnership to align the state's mentoring programmes to better serve LGBTQ* (Lesbian, Gay, Bisexual, Transgender, Queer & Questioning) youth in Connecticut. In June 2020, as part of Pride Month, Rustin Tonn, Chairman of the Pitney Bowes LGBTQ+ Advisory Council, spoke in a Partnership webinar entitled "Celebrating Us: Voices of LGBTQ+ Youth". His remarks preceded a presentation featuring youth from Our True Colors, a non-profit that trains more than 6,000 people annually, organises the largest LGBTQ+ youth conference in the country and manages the state's only LGBTQ+ mentoring programme.



Our support of **Big Brothers/Big Sisters** affiliates across the country helps to ensure that young people have access to mentors who can help

them achieve their dreams. In 2020, the Pitney Bowes Foundation provided grants to chapters in south-western Connecticut and the Capital Region in Troy, New York.

Since 2007, we've been a **Read to a Child** National Partner, supporting literacy and mentoring programmes that foster a love of reading, improve literacy skills, and empower underserved children by inspiring adults to read aloud to them regularly. In March 2020 (National Reading Month), we were again Visionary Sponsors of Read to a Child's national digital fundraising campaign to help "Spark Something Meaningful – Help Kids in Need Love to Read". A Pitney Bowes Foundation grant supported the expansion of Read to a Child's national lunchtime reading programme.



Since 2000, Pitney Bowes and the Pitney Bowes Foundation have been national supporters of the **Network For Teaching Entrepreneurship (NFTE)**. NFTE programmes inspire young people from low-income communities to build entrepreneurial skills, launch businesses and connect experiential learning to educational programmes.

Our 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, Washington, D.C., New York City and Boston. We have also supported NFTE's Global Showcase and signature regional events.



Since 1992, we've been a supporter of **buildOn**, a global non-profit focused on helping US inner-city students to expand their horizons and develop critical skills. Its signature programme engages students in building schools in developing countries, creating opportunities for others as well as themselves.



Summer learning and after/outside of school programmes

For many years, the Pitney Bowes Foundation has provided national support to the **Horizons National Student Enrichment Program**, which provides summer academic enrichment programmes in 19 states for at-risk, low-income students in partnership

with nearly 500 US independent schools, colleges and universities. Our support provides Horizons affiliates with reading specialists, assessment tools, training and STEM materials to help manage curriculum and facilitate data sharing with parents and public schools. This year, we were delighted to be an Education Sponsor of the organisation's annual conference. Our 2020 sponsorship underwrote the participation of Dr Marc Brackett, author of *Permission to Feel* and creator of the **RULER** programme at Yale University's Center for Emotional Intelligence. RULER is used by Children's Learning Centers of Fairfield County – another long-term Pitney Bowes education partner.

We are long-time supporters of **SoundWaters**, a Connecticut organisation that provides opportunities for children to learn about and explore the Long Island Sound through programmes that include sailing, STEM activities, school trips and camps. Pitney Bowes was a founding corporate sponsor in the 1990s and has enjoyed a strong partnership with the group ever since.



BOYS & GIRLS CLUBS OF AMERICA

Boys & Girls Clubs throughout the United States have benefited from our employees' volunteer involvement as well as funding from the Pitney Bowes Foundation. In 2020, the Foundation provided grants to support literacy and academic success for students at the Boys & Girls Clubs of Athens (Georgia), Spokane County (Washington) and Greater Dallas (Texas).

STEM (Science, Technology, Engineering, Maths) and Arts education

The Pitney Bowes Foundation partnered with **MIND Research Institute** to expand access to ST MATH, a transformative mathematical experience, to students from nursery school to year 9 in Connecticut, Indiana and New York. ST MATH is an engaging and rigorous maths experience that builds valuable skills and inspires students to become creative problem-solvers. The programme's patented approach combines challenging puzzles, non-routine problem-solving and informative feedback. Last year, our support enabled MIND Research Institute to offer the programme free of

charge to students across the US so that they could access these outstanding learning tools from home.

We are also proud supporters of arts education programmes, including **Intempo**, an innovative, inclusive and intercultural music education organisation that helps Connecticut students to understand the world and develop life skills through music.

Adult literacy and education/workforce development

Pitney Bowes and the Pitney Bowes Foundation are proud of our decades-long partnership with **Junior Achievement**, 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 volunteerism and Pitney Bowes Foundation grants. This year, we supported Financial Literacy education, career readiness mentoring and the JA Stock Market Challenge in New York City and Troy, New York as well as Bridgeport, Shelton, Danbury, Stamford and Norwalk, Connecticut.

For 30 years, **Women's Mentoring Network** of Stamford, Connecticut has been helping to change the lives of women and their families through mentoring and education programmes.

Pitney Bowes has supported their efforts from the outset. The Network celebrated its 30th anniversary through a virtual event, "Celebrating Our Mentors", where Pitney Bowes was honoured for our long-standing support. The Pitney Bowes Foundation's most recent grants to WMN support their "E to the 4th POWER" programme (Education, Employment, Economic Security, Empowerment).

For more than a decade, the Pitney Bowes Foundation has been supporting **Creating IT Futures** (CITF), which brings the promise of well-paid information technology jobs to communities traditionally underrepresented in the IT workforce, including women, people of colour and veterans. Pitney Bowes Foundation donates to CITF's IT-Ready career programme, allowing adults to be trained as computer user support specialists, earn certification and launch their tech careers within eight weeks.

The Pitney Bowes Foundation is also a long-time supporter of **NAF (National Academy Foundation)** and its efforts to bring education, business and community leaders together to transform the high school experience. Our most recent grant served the NAF Academies of Engineering in their work to develop and diversify the next generation of engineers.



Collective impact partnership

Pitney Bowes and the Pitney Bowes Foundation are founding supporters of the **Stamford Cradle to Career Collaborative**, an initiative based on the nationally recognised StriveTogether Framework for community stakeholders to work together. The collaborative aligns resources to help young people grow into productive citizens, utilising Community Action Networks to focus on issues of school performance as well as physical, social and emotional factors at key stages from infant health and development to post-secondary, college and/or career. Our grants support the data gathering and analysis that underlie the collaborative's work.

Other programme areas supported by the Pitney Bowes Foundation include parent and family engagement programmes, health and support services, and support for recent immigrants.

NGO partners in India

Pitney Bowes India is proud to partner with several outstanding educational organisations:

- **Navjyoti Foundation**, which mobilises the power of children, youth, women and people at large to support inclusive socio-economic development

- **Bhatkya Vimukta Jati Shikshan Sanstha**, an NGO that makes a difference in the lives of children from disadvantaged circumstances.
- **NIIT Foundation Association**, whose workshops bring skills and education to underserved communities
- **Manthan NGO**, which works to foster a productive, peaceful and integrated society.

Local community support

Helping those in need

In addition to our focus on education, we provide grants to meet other pressing community needs, from disaster relief to help for families facing hardships. We do this work through the Pitney Bowes Relief Fund, Pitney Bowes Foundation and health and human services organisations that serve the affected communities.



Disaster relief

Pitney Bowes and our employees consistently respond to natural disasters and other tragedies in thoughtful and generous ways.

In the United States, this includes support of employees and public charities 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 expedited matching funds provided by the Pitney Bowes Foundation. In 2020, we launched a global appeal in response to the bushfires in Australia. Past global appeals have been conducted for earthquakes in Haiti, China and Italy, the earthquake and tsunami in Japan, flooding in Pakistan and the typhoon in the Philippines.

COVID-19 response

The COVID-19 pandemic has created disruption and hardship for employees and communities around the world. For information on our response, please see the special section of this report: Our COVID-19 response.

Australia bushfire relief

The 2019-2020 season of bushfires in Australia caused widespread devastation across an area of more than 70,000 square miles. Early in 2020, Pitney Bowes launched a special global appeal to support relief efforts. Employee donations to the Red Cross/Red Crescent Society were matched by the Pitney Bowes Foundation and distributed through the **American Red Cross International Response Fund**.

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, as well as referrals to community-based resources for additional support. Pitney Bowes pays all administrative expenses, so 100 per cent of employee contributions and matching funds go directly to help those in need.

Following extraordinary natural disasters such as the California wildfires, the Relief Fund assists other non-profit organisations in their rescue, relief and recovery efforts. In 2020, the Relief Fund provided support to food banks, the American Red Cross, the US Fund for UNICEF and the California Community Foundation.

American Red Cross

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

We have supported the Red Cross since the 1950s through our annual employee giving campaigns in the US and through global appeals conducted when disasters have struck our operations outside the US. Jason Dies, Executive Vice President and President of Pitney Bowes Sending Technology Solutions, serves on the board of the Connecticut / Rhode Island Chapter of the American Red Cross.

Prime Minister's National Relief Fund (India)

Pitney Bowes India contributed to the Prime Minister's National Relief Fund to render immediate relief to families affected by natural calamities such as floods, cyclones and earthquakes. Our contribution also helped to defray the cost of medical treatment for people in need.

Providing access to food, shelter and healthcare

The Pitney Bowes Relief Fund and Pitney Bowes Foundation regularly provide funding to organisations that help low-income individuals and families to gain access to healthy, nourishing food, affordable medical and mental healthcare, shelter for those in transition, and special services for women and children at risk. This includes our long 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, and in 2020 we gave grants to 47 communities across the country in response to COVID-19.

Memberships

We are members of a number of 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 add value to our philanthropy and community service.

CECP: Chief Executives for Corporate Purpose cecp.co

CECP is a CEO-led coalition that helps companies to develop social strategies to engage with key stakeholders including employees, communities, investors and customers. 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. CECP helps companies

to transform their social strategy by providing customised connections, counsel and recognition.

ACCP: Association of Corporate Citizenship Professionals accp.org

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

Boston College Center for Corporate Citizenship ccc.bc.edu

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 strengthen our citizenship programmes.

Candid candid.org

Every year, millions of non-profits spend trillions of dollars around the world. Through research, collaboration and training, Candid connects people who want to change

the world to the resources that they need to do it. Foundation Center and GuideStar joined forces to become Candid in 2019.

Council on Foundations cof.org

The Council on Foundations provides resources that strengthen the work of private and corporate foundations, including opportunities for networking among fellow foundation leaders working for the common good.

Points of Light Foundation pointsoflight.org

The Points of Light Foundation is an international non-profit 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 2020

Total giving (Pitney Bowes Foundation, Pitney Bowes Relief Fund and corporate contributions): US \$3.5 million

- Pitney Bowes Foundation Literacy and Education grants: US \$1.9 million

- Pitney Bowes Foundation volunteer grants: US \$0.042 million
- Total match of employee charitable contributions: US \$1.7 million to more than 1,100 non-profits (in the US, Canada, UK, India, Japan and Australia)
- Corporate contributions in support of charitable causes: US \$0.7 million

In addition, aggregate value of employee volunteering activities: US \$1.6 million/27,400 hours (includes hands-on and skill-based volunteer activities as well as board service in non-profit organisations)

US \$1.6 million

aggregate value of employee volunteerism

Pitney Bowes Foundation grants programme results

	2019	2018	2017	2016	2015
Number of organisations that received grants	137	136	135	109	160
Number of students directly affected by PB grants	117,704	111,253	154,785	186,989	193,760
Number of teachers directly affected by PB grants	3,421	3,388	4,142	3,113	3,850
Hours of student enrichment	4,004,567	4,015,636	4,299,947	4,310,879	4,299,751





Corporate Responsibility Report

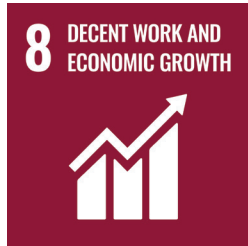
Appendix

Supporting the United Nations Sustainable Development Goals

At Pitney Bowes, we are committed to sustainable growth in keeping with the United Nations Sustainable Development Goals (SDGs). Of the UN's 17 SDGs, we have identified nine where we have the greatest opportunity to influence progress towards the goals. We have worked to align the content of this year's Corporate Responsibility Report with the UN blueprint by highlighting individual SDGs against the relevant text in each applicable section. They include the following:

SDG

 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>At Pitney Bowes, we seek to conduct our business in a manner that contributes to the well-being of all our stakeholders, including clients, employees and communities as well as investors. Our activities do not directly involve the use, production or emission of substances that pose significant threats to public health or the environment. We have an Environmental Product Compliance process to ensure compliance with applicable external standards, including RoHS, REACH, WEEE and POP legislation.</p> <p>We also work proactively to minimise potential risks associated with our expanding vehicle fleet.</p>
 <p>4 QUALITY EDUCATION</p>	<p>Starting in Pitney Bowes's early days, CEO Walter Wheeler established fairness, partnership and community service as core values in our culture. Today, we apply those values around the world through the work of the Pitney Bowes Foundation and the generous participation of employees.</p> <p>We focus our philanthropy on literacy and education, supporting programmes in underserved school districts to help overcome social and economic inequality. Our grants, volunteering and partnerships with proven non-profits cover every stage from early childhood to workforce development, including literacy, STEM (Science, Technology, Engineering and Maths) and entrepreneurship education.</p>
 <p>5 GENDER EQUALITY</p>	<p>Pitney Bowes strives to maintain a diverse, inclusive and safe workplace, with equitable opportunities for growth and development, supported by strong compensation, benefits and health and wellness programmes, and by programmes that build connections between our employees and their communities.</p> <p>We believe that a diverse workforce is critical to our success. We celebrate a rich mix of countries, cultures, ages, races, ethnicities, gender identities, sexual orientation, abilities and perspectives that showcase our humanity, differentiate us as individuals and enhance our businesses.</p> <p>Women comprise 50 per cent of the Pitney Bowes Board of Directors, 30 per cent of our senior management and 43 per cent of our workforce.</p>
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>We are committed to increasing our reliance on renewable energy at our sites. We work to improve energy efficiency throughout our operations with an overall objective of achieving carbon neutrality by 2040.</p>



We seek to grow by acquiring and developing top talent. We combine a strong focus on internal mobility with a strategic approach to recruiting external talent by diversifying our candidate slates and providing a robust, streamlined candidate experience.

In 2020, we took additional steps in response to the pandemic, including recruiting technicians by partnering with vocational and technical schools and other organisations reaching diverse pools of talent; developing virtual processes to replace in-person facility visits, interviews and internships; and developing new social content on health and wellness for the benefit of all employees.

We have a comprehensive health and safety management system to protect our colleagues and optimise working conditions throughout our facilities. Our Supplier Code of Conduct lays out clear and comparable expectations of supplier business practices and human rights.



Our commitment to diversity and inclusion includes a broad range of programmes that provide opportunities for all employees to grow, develop and contribute to our success. Through professional development initiatives, training, experiential learning and inclusion networks, we actively support growth for each individual as well as the company as a whole. Inclusion networks facilitate conversation, understanding and allyship both among designated communities and across the larger enterprise.





We strive to reduce the environmental impact of our products and packaging by using natural resources carefully, prioritising the use of recyclable substances and requiring suppliers to be environmentally responsible as well.

We have an Environmental Product Compliance programme that monitors, surveys and enforces compliance with international environmental and public health regulations and standards, including RoHS, REACH, WEEE and POP.

We follow the waste hierarchy and seek to minimise the quantity of material that we use while maximising the percentage of post-consumer recycled and recyclable content. We design our products for a long life cycle and have a long history of remanufacturing, reuse, recycling and waste minimisation.

We report regularly on our environmental performance and work continuously to improve our practices, including our current work to define new long-term sustainability objectives and align our reporting to the latest international standards.

	<p>We acknowledge the potentially damaging impact of climate-related events. We strive to help limit them through our sustainability policies and to mitigate their impact through our business continuity programmes.</p>
	<p>We are a global e-commerce company and use packaging as part of that activity. We work to minimise both the amount of packaging that we use and the impact of packaging production on the natural environment. We work with responsible cardboard-based packaging suppliers and prioritise the use of sustainability-certified products.</p>

GRI content index

This 2020 GRI report, based on the GRI Standards guidelines, supplements the Pitney Bowes 2020 Corporate Responsibility Report.

General standard disclosures

102-1	Organisation name	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf
102-2	Primary brands, products and services	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf
102-3	Head office location	3001 Summer St. Stamford, CT 06926, USA	

102-4	Where the organisation operates	Locations in more than 100 countries	https://www.pitneybowes.com/us/region-select.html
102-5	Nature of ownership and legal form	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf
102-6	Markets served	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf
102-7	Scale of the organisation	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf
102-8	Total number of employees by type	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf
102-9	Supply chain description	Working with suppliers Supplier diversity Conflict minerals	https://www.pitneybowes.com/us/our-company/corporate-responsibility.html
		A Transparency in Supply Chains Act statement	

102-10	Organisational changes during the reporting period	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf
102-13	Membership of associations	Advocacy	https://www.pitneybowes.com/us/our-company/corporate-responsibility/advocacy.html
102-14	CEO letter	Letter from Chairman, President and CEO	https://www.pitneybowes.com/us/our-company/corporate-responsibility.html
102-15	Key impacts, risks and opportunities	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf
102-16	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	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/our-company/business-practices-guidelines.pdf
102-17	Report the internal and external mechanisms for seeking advice and reporting concerns about ethics	Pitney Bowes Business Practices Guidelines	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/our-company/business-practices-guidelines.pdf
102-18	Governance structure of the organisation	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf

102-22	Composition of the board and its committees	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf
102-23	Chair of the highest governance body	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf
102-24	Nomination and selection processes for the board and its committees	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf
102-25	Board conflicts of interest	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf
102-26	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	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf
102-40	Stakeholder groups	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf
102-42	How stakeholders are identified	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf

102-43	Approach to stakeholder engagement	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf
102-44	Key topics raised through stakeholder engagement	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf
102-45	Entities included in financial statements	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf
102-48	Restatements	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf
102-49	Changes from previous reporting periods in terms of scope and boundaries	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney_bowes_inc_-_2020_annual_report.pdf
102-50	Reporting period	2020	
102-51	Date of most recent previous report	2019	

102-52	Reporting cycle	Annual	
102-53	Provide the contact point for questions regarding the report or its contents	community.involvement@pb.com 3001 Summer St. Stamford, CT 06926, USA	

Diversity and equal opportunity

103	Management approach (103-1, 103-2, 103-3)	2020 CRR: Our people > Diversity and inclusion (p. 19-29)	
405-1	Diversity of governance bodies and employees	2020 CRR: Our people > Diversity and inclusion (p. 20-24) Pitney Bowes 2021 Proxy Statement	

Local communities

103	Management approach (103-1, 103-2, 103-3)	2020 CRR: Our communities (p. 40-50)	
413-1	Operations with local community engagement, impact assessments and development programmes	2020 CRR: Our communities (p. 40-50)	

Customer privacy

103	Management approach (103-1, 103-2, 103-3)	2020 CRR: How we operate (p. 5-7)	
418-1	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Pitney Bowes 2020 Form 10-K 2020 CRR: How we operate > Customer privacy (p. 8) (Partially reported)	

Environment

301-3	Reclaimed products and their packaging materials	2020 CRR: Achieving environmental sustainability – Green remanufacturing (p. 13) and Environmental performance (p. 15-17)	
302-1	Energy consumption within the organisation	2020 CRR: Achieving environmental sustainability – Environmental performance (p. 15-17) CDP report	https://www.cdp.net
302-3	Energy intensity	2020 CRR: Achieving environmental sustainability – Environmental performance (p. 15-17) CDP report	https://www.cdp.net
302-4	Reduction of energy consumption	2020 CRR: Achieving environmental sustainability – Environmental performance (p. 15-17) CDP report	https://www.cdp.net

302-5	Reductions in energy requirements of products and services	2020 CRR: Achieving environmental sustainability – Reducing the environmental impact of our products (p. 12-14) and Environmental performance (p. 15-17) CDP report	https://www.cdp.net
303-1	Interactions with water as a shared resource	2020 CRR: Achieving environmental sustainability – Water usage (p. 14)	
303-2	Management of water discharge-related impacts	2020 CRR: Achieving environmental sustainability – Water usage (p. 14)	
303-3	Water withdrawal	2020 CRR: Achieving environmental sustainability – Water usage (p. 14)	
303-4	Water discharge	2020 CRR: Achieving environmental sustainability – Water usage (p. 14)	
303-5	Water consumption	2020 CRR: Achieving environmental sustainability – Water usage (p. 14)	
304-1	Operational sites owned, leased, managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas	2020 CRR: Achieving environmental sustainability – Responsible packaging (p. 13)	

304-2	Significant impact of activities, products and services on biodiversity	2020 CRR: Achieving environmental sustainability – Responsible packaging (p. 13)	
304-3	Habitats protected or restored	2020 CRR: Achieving environmental sustainability – Responsible packaging (p. 13)	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	2020 CRR: Achieving environmental sustainability – Responsible packaging (p. 13)	
305-1	Direct (Scope 1) GHG emissions	2020 CRR: Achieving environmental sustainability – Environmental performance (p. 15-17) CDP report	https://www.cdp.net
305-2	Energy indirect (Scope 2) GHG emissions	2020 CRR: Achieving environmental sustainability – Environmental performance (p. 15-17) CDP report	https://www.cdp.net
305-3	Other indirect (Scope 3) GHG emissions	2020 CRR: Achieving environmental sustainability – Environmental performance (p. 15-17) CDP report	https://www.cdp.net
305-4	GHG emissions intensity	2020 CRR: Achieving environmental sustainability – Environmental performance (p. 15-17) CDP report	https://www.cdp.net

305-5	Reduction of GHG emissions	2020 CRR: Achieving environmental sustainability – Environmental performance (p. 15-17) CDP report	https://www.cdp.net
305-6	Emissions of ozone-depleting substances (ODS)	Not significant – CDP report	https://www.cdp.net
305-7	Nitrogen oxides (NOX), sulphur oxides (SOX) and other significant air emissions	Not significant – CDP report	https://www.cdp.net
306-1	Water discharge by quality and destination	2020 CRR: Achieving environmental sustainability – Water usage (p. 14)	
306-2	Waste by type and disposal method	2020 CRR: Achieving environmental sustainability – Reducing the environmental impact of our products (p. 12-14) and Environmental performance (p. 15-17)	
306-3	Significant spills	Not applicable	
306-4	Transport of hazardous waste	Not applicable	

306-5	Water bodies affected by water discharge and/or run-off	Not applicable	
307-1	Non-compliance with environmental laws and regulations	None	
308-1	New suppliers that were screened using environmental criteria	2020 CRR: Achieving environmental sustainability – Sustainable procurement (p. 13)	
308-2	Negative environmental impact in the supply chain and action taken	2020 CRR: Achieving environmental sustainability – Sustainable procurement (p. 13)	

Health and safety

403-1	Occupational health and safety management system	2020 CRR: Safety (p. 34-35)	
403-2	Hazard identification, risk assessment and incident investigation	2020 CRR: Safety (p. 34-35)	
403-3	Occupational health services	2020 CRR: Safety (p. 34-35)	

403-4	Worker participation, consultation and communication on occupational health and safety	2020 CRR: Safety (p. 34-35)	
403-5	Worker training on occupational health and safety	2020 CRR: Safety (p. 34-35)	
403-6	Promotion of worker health	2020 CRR: Safety (p. 34-35)	
403-8	Workers covered by an occupational health and safety management system	2020 CRR: Safety (p. 34-35)	
403-9	Work-related injuries	2020 CRR: Safety (p. 34-35)	
403-10	Work-related ill health	2020 CRR: Safety (p. 34-35)	
404-1	Average hours of training per year per employee	2020 CRR: Safety (p. 34-35)	

Product safety

416-1	Assessment of the health and safety impact of product and service categories	2020 CRR: Achieving environmental sustainability – Reducing the environmental impact of our products (p. 12-14) and Environmental performance (p. 15-17)	
416-2	Incidents of non-compliance concerning the health and safety impact of products and services	2020 CRR: Achieving environmental sustainability – Reducing the environmental impact of our products (p. 12-14) and Environmental performance (p. 15-17)	
417-1	Requirements for product and service information and labelling	2020 CRR: Achieving environmental sustainability – Reducing the environmental impact of our products (p. 12-14) and Environmental performance (p. 15-17)	
417-2	Incidents of non-compliance concerning product and service information and labelling	2020 CRR: Achieving environmental sustainability – Reducing the environmental impact of our products (p. 12-14) and Environmental performance (p. 15-17)	
417-3	Incidents of non-compliance concerning marketing communications	2020 CRR: Achieving environmental sustainability – Reducing the environmental impact of our products (p. 12-14) and Environmental performance (p. 15-17)	

