

# Corporate responsibility







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

For 95 years, Pitney Bowes has been dedicated to being a productive member of our communities. It is core to the essence of the enterprise. Today, as we approach our second century, the imperative of being productive members of our communities continues to be key to our future. Being good corporate citizens for us is not a “nice to do”, it’s part of our strategy.

Just as our solutions help our clients bridge the worlds of physical and digital commerce, our culture and values provide a seamless bridge from a proud past and vibrant present to a future of higher performance and limitless opportunity.

Communities around the world welcome Pitney Bowes in part because of our proven commitment to our values. They’ve seen the caliber of people we attract to our organization and the way we conduct our business every day. As a result, they know they can trust us to do the right thing, the right way, time and again.

During the past year, we made advances across a broad spectrum of metrics, from workplace safety, environmental stewardship and employee wellness to our support for volunteerism and community involvement. As a result, Pitney Bowes is a better company for our clients, our employees, our neighbors, and everyone else we serve.

Our score of 89 in the annual Carbon Disclosure Project survey (up from 70 in 2013) demonstrates that our efforts on behalf of the environment are having an increasingly positive impact.

We measure employee engagement regularly, and one measure is survey participation. In 2014, 89 percent of our employees took part—the highest participation ever. We also continue to gain external recognition as a great place to work. This year’s awards include a Top Corporation Award from the Women’s Business Enterprise National Council and a place on India’s Top 50 Best Companies to Work For.

We’ve expanded our employee health and wellness programs to include more services and more ways to stay fit. This year employees took 38 million steps at 79 locations in 15 countries as part of our “One in a Million” walking campaign.



Our literacy and education programs are serving more students than ever, helped by corporate donations and the Pitney Bowes Foundation. Crucial to this success is the continuing commitment of Pitney Bowes employee volunteers, who contribute thousands of hours each year for the benefit of children and families everywhere we operate.

We understand that our ability to innovate in technology and service depends on employees who are engaged, equipped, and excited about helping our clients succeed. In turn, our ability to attract and develop such a diverse, energized workforce depends on policies and practices that value the individual, respect the environment, improve our communities, and support personal and professional growth.

As always, while we’ve made progress, there is more to do, and we will do it. Our values and culture reach across our entire organization. Our commitment is unrelenting. Our impact is truly heartening.

I am deeply grateful to all our employees worldwide for their enthusiasm, professionalism, and dedication to responsible business practices. I welcome the contributions of all our stakeholders as we continue to make our company the very best it can be.

A handwritten signature in black ink that reads "Marc B. Lautenbach". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Marc B. Lautenbach  
President and Chief Executive Officer



# Our business practices

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

## Values and ethics

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

## Risk and business continuity

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

## Privacy

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

## Advocacy

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

## Values and ethics

### At Pitney Bowes, integrity matters.

We are committed to conducting all of our interactions with clients, employees, business partners, shareholders and local communities with the highest degree of integrity. Our ethics and compliance program nurtures and monitors our internal environment. This ensures that our employees, suppliers and business partners understand and abide by our culture of strong ethics and compliance with our responsibilities under the law.

### Code of conduct

Our code of conduct, the Pitney Bowes **Business Practices Guidelines**, describes and illustrates the ethical and compliance standards expected of all our employees. These standards govern how we are expected to act toward each other, our clients, our business partners and the communities in which we live and work around the world. The code is currently available in 11 languages and dialects.

### Education and training

Education and training are critical to nurturing our culture of integrity. Our approach is to provide clear guidance about our expectations through annual required training. We also provide practical resources to help employees adhere to the high ethical standards that govern our company.

### Advice and reporting channels

We strongly encourage employees to seek advice in dealing with ethical dilemmas and to report any concerns or suspected wrongdoing. When employees have questions about how to proceed, there is always someplace to go for support and assistance. Our Ethics Help Line, operated by a third party 24 hours a day, seven days a week, enables employees to report wrongdoing anonymously and in the language of their choice without fear of retaliation. Employees may also contact the Global Ethics and Business Practices department in person or through hard copy mail, telephone or email. All reports of potential violations of law or policy are reviewed and investigated as appropriate. In the event a concern is verified, appropriate disciplinary action is taken.

## Corporate compliance review committee

The company has established an oversight committee to enhance its monitoring of business and functional unit compliance with regulations and laws that directly impact day-to-day operations. The committee meets quarterly to focus on how our business units and dedicated compliance functions are complying with specific regulatory standards and requirements, including export and import activity, postal regulations and privacy.

## Integrity matters intranet site

To help ensure that employees understand how to recognize and handle ethics-related challenges, we have implemented a company-wide site, named *Integrity Matters*, which offers information and guidance on a variety of ethics and compliance matters. Examples include:

- "Do's and Don'ts" related to 12 legal compliance topics
- "How does this affect my job?" guidance on how a particular compliance topic may affect what employees can do, must do or can't do in performing specific job functions (i.e. as sales representatives, engineers or marketing employees)
- A "Deeper Dive" section highlighting various compliance topics in more depth.

Each resource page has links to:

- Checklists
- Forms
- Articles
- Company policies
- Laws
- Sample legal documents
- Other related information
- Contact information for appropriate subject matter specialists

## Risk and business continuity

### Risk

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

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

## Business continuity

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

## Privacy

Pitney Bowes is committed to protecting the privacy of personal and sensitive information. We continue to update and enhance our processes and systems to protect client, employee and company data. We build privacy into the design of our products, give clients choices about the information they share and are transparent about how their data is used. Our goal is to foster innovation and trust in the evolving digital economy by minimizing privacy risks, meeting our regulatory and legal obligations and practicing data stewardship.

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

Pitney Bowes is certified compliant with the US-EU Safe Harbor framework with the US Department of Commerce for client, partner and employee data.

## Advocacy

Pitney Bowes engages in the public policy and political process around the world in a variety of ways, including advising public officials on issues we believe are critical to the success of the borderless world of physical and digital commerce.

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

We are committed to adhering to the highest standards of law and ethics in all that we do, including our advocacy work. Our policies, practices, activities, and reporting are designed to support our compliance with applicable laws. We voluntarily report our adherence to these principles for corporate political spending on an annual basis.

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

### Political spending governance

The Pitney Bowes Board of Directors Governance Committee, which is composed of outside, independent directors, is responsible for overseeing the company's political activities, including our policy on political expenditures. The Committee reviews regular reports regarding the company's contributions to political candidates, committees, and political parties, and our expenditures to trade associations and other tax-exempt organizations that could be used for political purposes. In addition, the Committee receives periodic briefings from a senior manager of Global Government and Regulatory Affairs concerning the company's political activities and spending. Our entire Board of Directors is also briefed on these activities.

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

The co-leaders of the Global Government and Regulatory Affairs Team have the primary responsibility for managing our participation in the political process. The leaders report directly to a member of Pitney Bowes' senior management who is a member of the CEO's Executive Leadership Team.

Our government affairs professionals are responsible for day-to-day decision making on political activities. They recommend memberships and contributions to support various trade organizations and other organizations to support the company's objectives. These professionals report to the co-leaders of our Global Government and Regulatory Affairs Team, who approve this political spending.

The Pitney Bowes Corporate Contributions Committee is composed of Pitney Bowes senior level managers. This committee oversees and approves all decision making related to corporate contributions to candidates, committees, and political parties. The criteria used to determine the candidates and candidate committees Pitney Bowes supports are detailed under political spending.

### Political spending in the United States

Pitney Bowes conducts political activities as permitted under applicable laws. In the U.S., we do not contribute corporate funds or make in-kind contributions to candidates for federal office or to national party committees. Our policy on expenditures with corporate funds is reflected in the company's Code of Conduct, known as our Business Practices Guidelines.

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

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

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

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

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

**Trade Association and Other Organization Memberships and Partnerships:** Pitney Bowes is a member or partner of several industry, trade, and other groups that represent the mailing industry, the technology industry, global ecommerce, and the business community at large. We invest in these partnerships in an effort to bring about consensus on policy issues that can impact our business and our clients. Our participation in these groups comes with the understanding that we may not always agree with the positions of the larger organization and/or other members.

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

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

### Employee involvement

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

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

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

Senior managers serve on the Political Action Committee, which oversees and approves all PAC contributions to candidates, committees, and political parties. The committee determines the recipients of PAC contributions by considering the candidate's or committee's: views on public policy issues that are important to Pitney Bowes; demonstrated leadership or potential for leadership within their party; representation of districts or states where Pitney Bowes has a business presence; service on committees

whose actions could affect our business; and, likelihood of election success.

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

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



# Environment

Pitney Bowes has a long tradition of environmental responsibility, and each year we seek ways to further reduce our environmental footprint. Over the past 50 years we have sought ways to minimize our waste streams, migrate from solvent based to water based inks, maximize the recovery of equipment for reuse, recycling and end-of-life stewardship, and manage the remediation efforts from legacy site contamination.

## Product stewardship

Our products are designed for a long lifetime of use, reuse and recycling. We started our product take-back program 50 years ago, and since then we have recovered millions of pounds of equipment and components.

## Energy conservation

We monitor our energy consumption in our fleets, facilities and operations, and we research and apply conservation measures to reduce that consumption. We calculate and publicly report on our carbon emissions and have established a five-year, 15% reduction target. We use every means available to help achieve our reduction target through process improvements, employee awareness and communications and site consolidation.

## Environmental performance

We report our carbon emissions, product stewardship and recycling tonnage. We do not report on hazardous wastes, air emissions or waste water discharges, as these waste streams have become either not applicable or "*de minimis/negligible*" in magnitude. Our manufacturing processes consume no water, emit no air pollutants that would require a permit, and produce no hazardous wastes, though very small amounts of wastes are generated by secondary operations such as hand cleaning and touch-up repair.

## Environmental product compliance

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

## Product stewardship

(see Harlow Mill case study page 11)

Our company has a long legacy of product remanufacturing and recycling. We started our product take-back program fifty years ago, and since then we have recovered millions of pounds of equipment and components for reuse and recycling. Today, 95 percent of our mailing equipment parts are recyclable. We have established centers throughout the United States, Canada and Europe where customers can return products for subsequent remanufacture, harvesting of parts or recycling. Last year equipment remanufacture diverted 361,530 pounds of waste from recycling to reuse.

We have a robust remanufacturing process that has kept more than 1.8 million pounds of products out of our waste streams in the past four years.

## Sustainability team

In 2014 we formed a cross-functional team that includes marketing, sales, communications, engineering, EHS and procurement. This group is tasked with developing an annual sustainability program matrix and determining annual initiative goals. We have begun new programs including:

- Enhanced internal and external sustainability program communication
- Sales personnel training
- Sales marketing tool kits
- Supplier partnerships
- Employee sustainability survey

## Carbon footprint/energy conservation

### Corporate policy and procedure

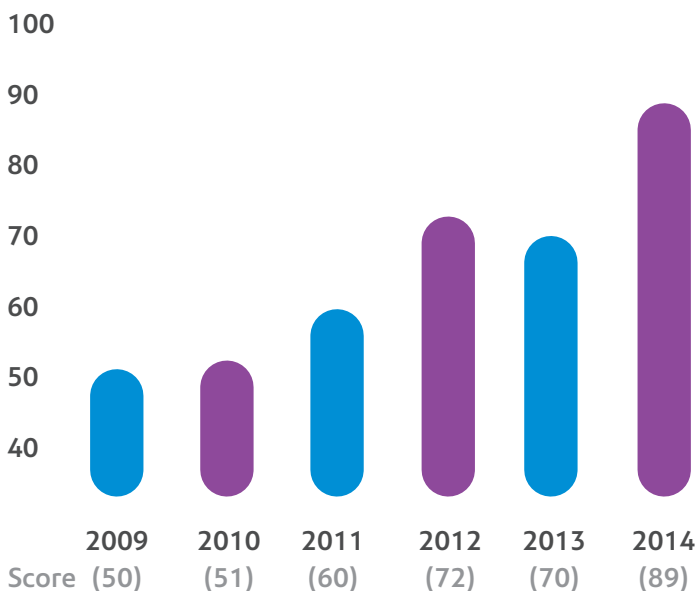
In 2007, we established our baseline carbon footprint following the World Resources Institute protocol and published the Pitney Bowes Corporate Technical Standard on Carbon Management. This document established the requirements for the creation of a carbon management program to address climate change. At a high level, this document established energy consumption and conservation measures and public reporting of the Pitney Bowes carbon footprint. In 2011, based on feedback from a third-party assessment, we created additional guidance for our lines of business, laying out enterprise-wide energy consumption data collection standards, outlining roles and responsibilities for each business, and establishing the tool to be used to collect and report the data to the corporation. These documents continue to be reviewed and revised as needed in accordance with our document control process.

### Revised baseline

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

For the sixth year, our protocol for the collection and reporting of global carbon emissions has received third-party validation following an extensive review. In 2012 this validation was expanded to include scope 3 carbon emissions (business air travel mileage), and starting with this 2014 report we are also reporting on the carbon emissions avoided through our waste recovery and recycling initiatives.

## Pitney Bowes CDP scores



### Public carbon emissions reduction goal

At the end of 2013, we also created a new five-year, 15% emissions reduction target using reporting year 2012 as the baseline. Our progress in monitoring, reducing and reporting our carbon footprint, and integrating these activities into our overall business strategy, has led to significant improvement in our CDP scores over the last several years. The CDP uses a third-party financial auditor to review the quality of each survey submission and rate the responses. In 2009, our score of 50 placed Pitney Bowes in line with many other companies at early stages of this process. As we have continued to improve on our ability to collect, quantify, report and reduce our carbon emissions through real estate consolidations and energy conservation projects, our ratings have risen to reflect our more mature carbon management program, leading to CDP scores of 60 in 2011, 70 in 2013 and 89 in 2014. Each score is based on prior-year performance, so this most recent CDP Report covers the 2013 reporting year. For the 2014 Investors and Supply Chain Surveys, we will report a 4% overall reduction in carbon emissions for our businesses globally.

### Renewable energy

We are a founding member of the Green Power Market Development Group, an industry partnership with the U.S. Environmental Protection Agency (EPA) to promote the development and purchase of alternative energy. Since 2003 we have purchased renewable energy credits (RECs) to support green power projects using technologies such as solar, wind and biomass. So far, our RECs have resulted in more than 51,800 metric tons of CO<sub>2</sub> emission reductions. In 2014, our purchases of Green-e® certified RECs helped reduce CO<sub>2</sub> by 8,000 metric tons, an offset of approximately 8.4% of our global scope 2 emissions.

### Reducing energy consumption

Pitney Bowes is committed to making all its operations greener and more efficient. Our cross-functional Energy Task Force has raised employee awareness about energy conservation and led to significant reductions in energy consumption. Through the end of 2014 we reduced our electricity consumption by more than 27 million kilowatt hours from our 2007 baseline, saving \$3.83 million and reducing our carbon footprint by 13,186 metric tons of CO<sub>2</sub>. Energy-saving initiatives have included better lighting systems, improved heating, ventilation and air conditioning controls, more efficient HVAC units, conveyors and computer monitors, and site consolidations.

In 2014, the company continued to focus on site consolidation as part of its strategic transformation initiative. Over the last five years these efforts have enabled Pitney Bowes to reduce related energy consumption by more than 18 million kilowatt hours of electricity, resulting in a reduction of over 6,700 metric tons of carbon emissions.

## Minimizing waste from operations

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

Our U.S. waste reduction campaign resulted in the avoidance of more than 12,000 metric tons equivalent of CO<sub>2</sub> (MTCO<sub>2</sub>E) in 2014. Since 2004, we have avoided 21,200, MTCO<sub>2</sub>E, equivalent to the effect of removing more than 35,500 cars from the road and saving more than 20 million gallons of gasoline.

## Minimizing electronic waste (see case studies on Turbon, RecyclePak and Big Green Box)

Waste from electronic products (e-waste) poses a global threat to soil and water quality. According to United Nations estimates, between 20 and 50 million tons of e-waste are generated worldwide each year. Within the U.S., e-waste now accounts for 80% of the country's toxic garbage and 70% of the heavy metals in landfills. To support the EPA's effort to combat the growth of e-waste, Pitney Bowes' policy is to recycle all electronics that are not remanufactured. Materials captured through recycling (plastics, steel, aluminum, copper, etc.) are then available for use in a variety of industries. Our selection of a recycling vendor was based in part on the firm's guarantee that all e-waste would be broken down for reuse and no e-waste would be shipped overseas. We verify the firm's performance through audits and compliance checks as well as the tracking of waste quantities. In 2014, 2,453 tons of US electronics waste was recycled.

## Environmental product compliance

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

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

## Risk assessment

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

We identify and prioritize risks in our supply chain by assessing supplier data. Suppliers that do not provide requested environmental compliance data are ranked based on product type, identified non-compliance, data gaps and spend. Supplier audits are conducted based on this risk determination. Suppliers considered higher risk are escalated to designated internal teams and management for further evaluation.



Environmental performance	2009	2010	2011	2012	2013	2014
Direct and indirect emissions of carbon dioxide MTCE	124,107	120,263	111,836	112,732	96,433	95,697
Direct emissions of CO2e/\$M revenue	7.65	8.52	8.14	9.54	7.53	7.67
Indirect emissions of CO2e/\$M revenue	14.6	13.65	13.05	13.44	17.39	17.36
GHG emissions per unit of floorspace (tons CO2/ft2)	0.02	0.02	0.02	0.02	0.013	0.014
Waste recycled/prevented—annual pounds (US only)	14,532,290	11,702,258	15,403,520	15,584,000	10,036,000	11,179,760
Waste recycled/prevented—annual MTCE avoided	26938	16,635	23,562	20,334	13,094	13,095
Waste recycled/prevented—annual MTCE avoided/\$M revenue	4.8	3.1	4.46	4.15	3.38	3.42
Product recycling—cumulative pounds (US and Canada only)	20,159,239	26,705,481	31,212,668	36,939,645	43,036,317	48,304,194

### Chemical product review team

We also have a chemical review team that reviews and approves new chemical products prior to sale. This team reviews potential chemical products to ensure they meet Pitney Bowes safety requirements, have appropriate safety datasheets and are properly tracked for regulatory reporting. The team generates Pitney Bowes safety datasheets (SDS) for Pitney Bowes branded chemical products (inks, toners, EZ-seal, etc.). Over the past two years, the team has been working to transition our SDS to align with the United Nations Globally Harmonized System (GHS) of Classification and Labeling of Chemicals. The new 16 section SDS will allow our customers and employees to better classify, communicate and understand chemical hazards. The new labels and SDSs will include easy-to-read pictograms (see examples below), to indicate the health, physical and environmental nature of the hazard. Our safety data sheets can be found at the following link: [pitneybowes.msds.com](http://pitneybowes.msds.com).

### Agile work

In addition, over the last few years we have instituted a well-received agile work program. Agile work has enabled employees to reduce their commuting time and gain flexibility in determining where and how they work. In 2014, our U.S. agile or mobile employees saved a total of 383,749 hours in travel time and 645,881 gallons of gasoline, reducing greenhouse gas emissions by 8.1 million pounds. We also extended the program into the U.K., with preliminary first-year results including eliminating approximately 650,000 commuter miles and reducing carbon emissions by 128 metric tons of CO2.

### Environmental compliance training

We believe that in order to ensure compliance throughout Pitney Bowes, employees must have awareness and a strong sense of ownership. To that end, we have enhanced our training program to include online, automated, annual training in addition to in-person training events. This training allows us to reach larger audiences, train new employees in a timely manner, make it more convenient for employees to schedule, track completion rates, and ensure attendance. In the past year we have trained more than 250 suppliers as well as 250 employees in person and another 100 via the new online module.

## Case Studies

### Atlantic Street

Integrated demolition and remediation activities at a former Pitney Bowes facility in Stamford, CT

We are now performing extensive investigation and remediation activities in conjunction with demolition and redevelopment at a 2.5-acre former Pitney Bowes property in the south end of Stamford. The site was used up to 1995 for postage meter production and support. Some of the buildings on the site date back to the late 1800s.

A phased remedial action plan addendum was prepared for this Connecticut Department of Energy and Environmental Protection (DEEP) project as part of DEEP's voluntary remediation and property transfer programs. The plan includes measures to address residual soil and groundwater impacts identified during the preceding investigative phases. Recent work has included removal of approximately 3,000 tons of non-hazardous impacted soil, followed by site restoration.

Waste tons diverted from landfill/recycled by Harlow Mill Remanufacturing in 2014	Q1	Q2	Q3	Q4
Waste electronic equipment (tonnes)	38.505	35.886	28.273	21.266
Non WEEE (tonnes)	10.409	29.102	9.678	9.247
Instapak	0.189	0.434	0.273	0.126
<b>Total</b>	<b>49.103</b>	<b>65.422</b>	<b>38.224</b>	<b>30.639</b>
Non-recycled	0.38%	0.66%	0.71%	0.41%

Work currently underway includes integration and complex sequencing of hazardous building materials removal, demolition, and soil and groundwater remediation in the former building footprint.

### Harlow Mill

98% diversion from landfill — Harlow Mill European remanufacturing site

At the Pitney Bowes European remanufacturing site in Harlow UK, equipment returned at end of lease is reconditioned and made available for reuse, a practice that can extend the life of a product by two to three times its original lifespan. One of our ISO14001 environmental objectives for 2014 was to achieve 90% diversion from landfill of the waste arising from the remanufacturing process. The team at Harlow Mill worked with the waste management supplier to identify and characterize waste streams and seek recycling opportunities where possible. Segregation of waste at its source in the production line was seen as key to achieving a high recycling rate. Using color-coded bins to identify individual waste types and recycling options, then conducting regular inspections to ensure employees were using the system properly, we went well past our 90% goal with a diversion/recycling rate of 98%.

### Turbon toner recycling program

Our toner cartridge return program spans both internal locations and client sites. Conducted in conjunction with reuse vendor Turbon USA, it covers both bulk returns of cartridges and smaller quantities of ink. Turbon recovers at least 75% of each cartridge, exceeding EPEAT (Electronic Product Environment Assessment Tool) recovery requirements and minimizing disposal. Reuse is the best option, because it conserves both raw material and energy. Cartridges which fail to meet standards for reuse are broken down into component materials such as plastic, aluminum and steel for recovery. Any non-recyclable parts are processed at a local waste-to-energy facility, yielding 500 kilowatts of electricity from every 4x4x4 foot box of used toner units. Absolutely nothing that leaves the Turbon facilities is sent to a landfill.

Turbon's toner cartridge processing facility is WasteWise, R2:2013, ISO 14001:2004 and OHSAS 18001:2007 certified. In addition, the toners are certified to the Nordic Swan EcoLabel.

### Big Green Box™ and Veolia RecyclePak® programs

Battery recycling made simple: that's the focus of our participation in the international Big Green Box program, which offers certified recycling for all lithium, alkaline, lead, mercury, nickel-cadmium, nickel metal-hydride, magnesium, silver, zinc and lead batteries. The program, offered to companies, consumers, municipalities and other waste generators, streamlines the entire process of waste battery collection, transportation and recycling. FedEx® shipping, handling and disposal fees are included in the price of each Big Green Box. The box itself is a UN-approved transportation container.

Veolia's mail-back RecyclePak program offers a comparable solution for small quantities of fluorescent lamps, ballast, batteries, and mercury containing items. We use the program at sites throughout the United States, both for routine maintenance waste management and to support the roll-out of national recycling programs. RecyclePak containers come in several different sizes and types, all priced to include not only the container but also FedEx Ground® shipping, processing, documentation and liability protection.

# Our people

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

## Diversity and inclusion

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

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

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

## Engagement

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

## Health and wellness

Employees who take action to manage their health are happier and more productive. We encourage employees to do this through a health-focused culture that supports and promotes healthy actions whether employees work onsite, mobile or at home. We offer affordable access to care, and we provide a range of engaging, informative programs to make it easy for employees and their families to lead healthier lifestyles.

## Safety

Pitney Bowes values the safety of our employees, and we are committed to an injury-free workplace. We work continuously to identify, control and eliminate hazards. Our organization has adopted an EHS Management System that establishes the basic principles for a sustainable program. That enables the monitoring line-of-business performance. We engage our employees in helping us provide for a safe and healthy workplace by completing required training, serving on site-level safety and ergonomic committees and participating in incident investigations as needed.

## Diversity and inclusion

Pitney Bowes has been recognized for decades as a leader in valuing and leveraging diversity. From a heritage of respect for the individual, we have developed a culture in which the importance of diversity is embedded in our business model and employee value proposition. Our diversity helps us:

- Better understand evolving markets.
- Connect with our diverse client base.
- Develop innovative solutions.
- Attract and retain outstanding talent.

As a global company, we take a global view of diversity. Our employees represent a broad spectrum of languages, cultures, skills and perspectives. We seek to capitalize on this diversity through a culture of inclusion, innovation and respect, to the benefit of our employees and everyone we serve. We have integrated diversity initiatives into every area of operations, from talent management to the way we foster innovation and manage client relationships.



We have also cultivated external partnerships in areas such as talent acquisition and retention, supplier diversity, legislative matters and branding. Through these partnerships, we've raised our visibility among top-tier candidates while providing development opportunities for employees who work with partner organizations and serve on their boards. Some examples of the organizations that we have worked with over the years include:

- The National Black MBA Association
- National Hispanic Corporate Council
- National Society of Black Engineers
- National Urban League
- Society of Hispanic MBAs
- INROADS Inc
- The Society of Women Engineers
- Catalyst, a global organization dedicated to expanding opportunities for women in business
- The 100,000 Jobs Mission, a coalition of companies committed to hiring at least 100,000 transitioning service members and military veterans by 2020.

### International Diversity and Inclusion Council

Formed in 2007, the council includes representatives from all of our businesses and geographies. They work together to create a more inclusive working environment through training, leadership, recognition, events and communications. The council also sponsors regional activities and events designed to enhance inclusion and raise awareness of all aspects of diversity. This includes disability, as addressed through our "Time to Talk Week" focused on mental health and disabilities.

Every year, employees around the world celebrate "Culture Week" with engaging events including fun-themed photo challenges and regional cuisine celebrations. We also recognize individual and group contributions in the areas of diversity and inclusion with our Global Diamond and Make a Difference awards.

### Awards and recognition

Pitney Bowes and its employees are proud to be recognized by external organizations for excellence in diversity and inclusion. Among recent awards:

- Top Corporation Award 2015 — Women's Business Enterprise National Council (WBENC)
- India's Best Companies Supporting Women to Remain at Work 2015
- Best Companies to Work for in India 2011-2015 (Great Places to Work Institute)
- Our 2015 recognition was our fifth Great Places award since Pitney Bowes India opened in 2008
- Top five in Information Technology, Top 50 overall
- Women's Business Enterprise Hall of Fame 2014 (WEConnect International)
- Best Places to Work in US PR 2014 (PRWeek)
- Best Diversity Company 2012-2013 (Diversity/Careers in Engineering & Information Technology)

- Best of the Best Veteran-friendly Companies 2013 (U.S. Veteran)
- Best Companies for Hispanics 2012 (Hispanic Business Magazine)
- Being a Difference Award 2011-2012 (NASBA Center for the Public Trust)
- Women Worth Watching 2013 (Profiles in Diversity Journal)
- Corporate Partner of the Year 2012-2013 (Westchester Greater Connecticut Chapter of the National Black MBA)
- Best Employers for New Canadians, 2012 (Canada's Top 100 Employers)

### INROADS internships

Since 1987, Pitney Bowes has worked with INROADS Inc. to identify and develop outstanding underserved students to prepare them for corporate and community leadership. Students apply to INROADS between their freshman and sophomore years in college. Those accepted receive career coaching, training and summer internships with a view to full-time employment upon graduation. In 2014, we hosted 13 INROADS interns in accounting, finance, legal, marketing, communications, product management, corporate citizenship and engineering. Locations included Connecticut, New York, Maryland and Massachusetts. Once again in 2015, INROADS interns are part of the overall University Intern Program available in a variety of Pitney Bowes locations.

### University internship program

Each summer we select a cohort of undergraduate and graduate students from universities all over the world to participate in a highly structured, intense working experience under our University Internship Program. For the interns, the program offers a unique training opportunity that can lead to full-time employment upon graduation. For Pitney Bowes, it provides a diverse pipeline to a future workforce of exceptional talent. This year's group comprises approximately 60 interns at various offices.

### Project Dhaarna: Intent to action

Pitney Bowes has been recognized among India's Best Companies for Unique Initiative for its diversity initiative Project Dhaarna.

In 2014, Pitney Bowes India and Catalyst launched Project Dhaarna: Intent to Action. It's a program to engage both men and women in creating a more inclusive culture and building sensitivity and skills to empower current and future women leaders.

The program is built on four pillars:

- Gender sensitization: Conducting workshops to sensitize employees on explicit and implicit biases
- Engaging men in gender conversation: Setting high accountability to create an inclusive culture
- Ecosystem connect: Partnering with local universities to strengthen the pipeline
- Women leaders: Developing women talent through a 12-month We-Glow program (Women Empowerment through Growth, Learning, Outreach and Work) combining classroom learning with external outreach and connection-building

### Presort Services vocational outreach

Working with the National Employment Team of the Council of State Administrators of Vocational Rehabilitation, Pitney Bowes Presort Services has expanded its vocational outreach to individuals with disabilities. Launched in 2011 with job skills training at a single facility in Minneapolis, MN, the program now includes hiring and training programs at 13 operating centers throughout the United States. Since the start of the program, 46 participants have become Pitney Bowes employees. In 2014, we were recognized by the State of Wisconsin for our commitment to hiring persons with disabilities. We expect to expand this network to at least five new locations in 2015.

### 100,000 Jobs mission

The 100,000 Jobs Mission began in 2011 as a coalition of companies committed to hire 100,000 veterans by 2020. We have been a partner in the coalition since 2012. Collectively, the 190 companies have already hired over 240,000 veterans. In 2014, our involvement included participating in coalition-sponsored Veteran Career Fairs in several states.

### Excellence in Leadership award for Pitney Bowes India's Manish Choudhary

Asia's Best Employer Brand Awards has awarded Manish Choudhary, Vice President of Global Engineering and Managing Director of Pitney Bowes Software India, with its prestigious Excellence in Leadership Award. He was cited for the high levels of employee trust and engagement for the Pitney Bowes India organization. In accepting the award, Manish said, "India is a competitive marketplace for attracting talent. At Pitney Bowes, we are committed to maintaining an environment where the most talented people want to come to work, grow their careers and make a difference every day on behalf of our clients."

### Women of Power award from the Urban League of Southern Connecticut for Sheryl Battles

The Urban League of Southern Connecticut presented Sheryl Battles, Vice President Communications and Diversity Strategy, with a Women of Power award at their Annual Women's Empowerment Summit in November 2014. Mrs. Battles has long been an active advocate for equal access to quality education, employment, health care and the arts for communities of color and for diversity and inclusion within the workforce. She is Co-Chair of the Arthur Page Society's Diversity and Inclusion Committee, serves on the boards of the Stamford Partnership and The Stamford Center for the Arts, and is on its African-American Advisory Council. Sheryl is a popular speaker and recent events include the 2015 Women's Leadership Symposium for the Tri-State Diversity Council and the Bridgeport Rescue Mission's Hearts of Hope event.

### BRAVA award for Abby Kohnstamm

Each year for the past 38 years, the YWCA of Greenwich, CT has presented BRAVA Awards to women who have excelled in their professional careers and volunteered their time and talent to help others. In February 2015, the winners included Abby Kohnstamm, Executive Vice President and Chief Marketing Officer at Pitney Bowes. In addition to the many accomplishments in her marketing career, Ms. Kohnstamm is a passionate supporter of the arts, education and health-related causes. In addition to her work on the board of the Pitney Bowes Foundation, Abby serves on the board of New York City's not-for-profit Roundabout Theatre Company. She is also a former trustee of Tufts University and the Rye Country Day School, and a longtime supporter of Camp Joslin, a juvenile diabetes camp of the Barton Center for Diabetes Education.

### Supplier diversity

Our commitment to diversity extends throughout our supply chain. For information on supplier diversity programs, please see the Clients and suppliers section of this report.

## Engagement

We believe strongly in a high-performing, client-oriented culture of innovation, learning and engagement.

Our employees' commitment, passion and energy drive innovation, collaboration and client value. That ultimately drives our growth and financial success.

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

One of the most important tools we use to measure engagement is the annual employee survey. For years, we have conducted a multi-language, global employee survey. The survey explores sustainable engagement and engagement drivers such as client focus, diversity, growth and development, innovation, manager effectiveness, teamwork and communication. In addition to multiple-choice questions, the survey gives employees an opportunity for more detailed feedback through confidential written comments.

In 2014, we received survey responses from 89% of our employees—our highest level of participation ever.

We also use a variety of other channels to promote dialogue and employee engagement, including internal online forums such as **The Jam** and **Yammer**:

- “The Jam”: This July 2014 event, the first of its kind for Pitney Bowes, provided an opportunity for every employee at every level worldwide to engage in a global conversation and participate in shaping the Pitney Bowes culture around the attributes of Client, Team and Win. Employees from 38 countries contributed 8,263 posts. They generated ideas in areas ranging from product and process engineering to mentoring and educational partnerships.
- Yammer: Our enterprise social network, launched in 2009, has grown into an important tool for global collaboration. Yammer empowers employees to collaborate more productively, make smarter decisions faster, reduce cycle times and improve relationships with clients and partners. To date, employees have posted more than 98,176 messages.

## Development

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

Since 2011, we have implemented a global approach to development through our Enterprise Learning and Development organization to drive a stronger culture of innovation, improve coordination across business units, and provide consistent tools and metrics throughout the company. The Enterprise structure includes centers of expertise focused on leadership, professional development and technology. It also serves the needs of specific employee groups such as sales, service, operations and corporate staff.

Across this entire spectrum, our company values remain at the heart of our approach. We have identified fundamental behaviors for our employees based on our values. In that effort, we provide tools to help employees measure themselves against these standards.

## Health and wellness

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

- A healthy work environment with smarter food choices
- Access to free nutrition counseling,
- Fitness and stress management programs
- Free preventive care screenings and more.

We offer affordable access to health care and provide information and resources to help our employees make choices that are good for their well-being and their wallets. Our medical plans provide specialized resources and services such as maternity management and a nurse hotline. We partner with a variety of benefit vendors to offer benefits such as free financial counseling, and work and life resources for employees and their family members.

Our global wellness programs attract thousands of employees around the world. In 2015, our ninth annual one-day walking event, “Pitney Bowes Employees Are One in a Million,” drew participants from 15 countries to 79 group walk locations, where they walked a total of over 38 million steps. The event, held every May, kicks off our Global Health and Fitness month. It also starts our eight-week walking program, “Get Moving around the World,” in which teams of 10 support and compete against one another with a goal of 10,000 steps a day. This year’s teams reached a total of over 150 million steps.

Our wellness programs provide a range of options to help employees and their families adopt and maintain healthy lifestyles. Our US-based programs have repeatedly earned national recognition for excellence. For the last ten years, the National Business Group on Health® has honored Pitney Bowes with its Best Employer for Healthy Lifestyles Award®. Plus, for the last three years, we have also been recognized as a Healthy Workplace Employer by the Business Council of Fairfield County, Connecticut.

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

## Improving access to care

Our five on-site medical clinics in the U.S. provide free access to roughly 20 percent of our employees, making it easier and more convenient to maintain optimum health. In 2014, our clinics recorded almost 33,000 total patient visits/encounters. From this total, more than 2,500 employees took advantage of health screenings for skin and breast cancer, vision, hearing, blood pressure and biometric screenings. We also offer educational sessions on topics such as sleep disorders, smoking cessation, back health, parenting, elder care issues and CPR certification.

In 2014, the five clinics underwent two days of intense on-site audits. They were awarded the highest level of accreditation from the Accreditation Association for Ambulatory Health Care. Our clinicians are frequent guest speakers at national conferences on subjects such as “The culture of health at Pitney Bowes” and “Integrating telemedicine with clinics.”



Beyond the reach of the clinics themselves, over 10% of U.S. employees and family members are enrolled in Amwell, our telehealth service. This program provides virtual access to a network of physicians and providers, including the Pitney Bowes medical staff. In addition to direct one-on-one consultation at home, the program also includes a mobile app for use while traveling.

Additionally, in 2014 we introduced the Managing Cancer at Work program, a service provided by Johns Hopkins. The program provides U.S.-based employees and their family members with free access to a nurse navigator. The navigator was dedicated to help them research care and treatment options as well as helping managers assist employees dealing with cancer-related issues.

### We've got your back.

Back discomfort and injuries affect 80% of adults. Pitney Bowes helps employees prevent these issues with the "We've Got Your Back" program. Started in 2014, the program includes information on office and agile work ergonomics, exercises, prevention strategies and best practices in the event of injuries. Using a game format, it makes healthy practices fun for employees and family members. In its first year, the program drew nearly 300 employees, almost 90% of whom said it enabled them to make sustainable improvements. In year two, enrollment has risen to nearly 350.

### Making good health simple

We offer a wide range of programs and services to help employees and family members live full, healthier lives. Our wellness and benefits website, [PBprojectliving.com](http://PBprojectliving.com), provides up-to-date guidance on matters ranging from health and wellness to financial planning and resources to help employees at different stages of their life—together with information on how best to take advantage of company benefits in those areas. More than 1,000 employees have participated in our eight-week Get Moving Around the World challenge. The average weight loss of eight pounds (one Body Mass Index point) and more than half of the participants exceeding U.S. national physical activity goals of 150 minutes a week. More than 900 have taken part in our Change One weight loss program, with 73% maintaining at least a 10-pound weight loss.

Employees can also get free one-on-one counseling, whether in person, by phone or through our telehealth service, Amwell. Counselors include registered dietitians for one-on-one nutrition guidance and certified smoking cessation specialists for tobacco users.

### Work and life resources

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

### Building resilience

It's well known that stress can cause or aggravate numerous health conditions ranging from heartburn and muscle aches to obesity and diabetes. To help reduce these effects, Pitney Bowes offers free, confidential telephone counseling and stress management sessions to employees and family members. In addition to weekly Dial Ohm call-in sessions, a library of prerecorded guided meditations provides a brief, guilt-free opportunity to relax, refresh and recharge anywhere, anytime. We are also piloting an online offering through meQuilibrium to help employees build resiliency and reduce stress.

## Safety

Pitney Bowes values the safety of our employees, and we are committed to an injury-free workplace. We work continuously to identify, control and eliminate hazards. Our organization has adopted an EHS Management System that establishes the basic principles for a sustainable program. That enables the monitoring line-of-business performance. We engage our employees in helping us provide for a safe and healthy workplace by completing required training, serving on site-level safety and ergonomic committees and participating in incident investigations as needed.

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

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

## EHS management system highlights

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

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

Pitney Bowes is committed to complying with applicable EHS regulations for all operations globally. We aim to:

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

Our EHS Management System helps us achieve legal compliance and ensures we have the processes needed to comply.

Through these initiatives, we are creating a template for rolling out new EHS systems and procedures that add value for our clients as well as our employees. In 2013, we introduced an on-line EHS Management Systems training program for managers and supervisors that provided an overview of the program and additional instruction on oversight and accountability, risk assessment, audits, inspections and investigations. Early in 2014, we offered additional information in the form of a refresher. Nearly 2000 senior managers and supervisors have successfully completed the course. During the year we also developed a follow-on course focusing on education and training, change management, communication, and annual program assessment and planning, to be provided to all supervisory personnel in 2015.

## Compliance reviews

Under our EHS Management System, we regularly conduct thorough reviews of our operations, our waste management and recycling partners and our supply base. In 2014 our team completed 29 EHS compliance reviews including 15 domestic and six international Pitney Bowes locations, four waste management sites and four supply sites. We also evaluated more than 30 locations for occupational noise exposure, including our domestic mail sorting operations and DMT client sites in the US and UK.

## Total loss cost

For years, we have embraced a holistic approach to the total loss cost associated with work-related injuries and illnesses. Through a multidisciplinary team representing Risk Management, Medical and Wellness, EHS, Disability and Case Management, we strive to eliminate injuries through proactive safety programs, improve the health of our workforce through wellness programs, provide support to injured employees and their families. We do this while reducing the impact of work-related cases through robust case management, early return-to-work programs and increased training for managers and supervisors. Over the past three years, we have reduced recordable cases by 31 percent and total days lost by 28 percent\*. This performance improvement is projected to save the company over \$2,000,000 in 2015. See case study on Loss Cost

## Training

We offer employees numerous opportunities for training and education on a variety of Environment, Health and Safety topics. We provide courses in person, through daily huddle or toolbox meetings and online. Our Learning Management System has over 85 unique courses. It makes EHS training accessible 24/7 for self-directed learning, tracks attendance and provides automated reminders for employees when training is due. In 2014, more than 2700 employees utilized these courses. See case study

## Performance

In 2014, our risk reduction initiatives continued to pay dividends. We achieved a 6.5 percent reduction in the rate of injuries (normalized per 100 employees) and a 28 percent decline in our lost workday case rate. This was done through:

- A continued emphasis on risk assessment and implementation of effective control measures,
- Training
- Improved case management
- Enhanced use of early- return-to-work programs.
- See case study on Risk Assessment.

\*These rates have been adjusted to account for the sale of Pitney Bowes Management Services in 2013.

Risk reduction initiatives	2009	2010	2011	2012	2013	2014
Total recordable cases/100 employees/year	1.75	1.82	1.80	1.68	1.38	1.29
Days away and restricted cases/100 employees/year	1.28	1.64	1.56	1.35	1.18	1.11
Lost workday cases/100 employees/year	0.75	0.76	0.79	0.52	0.36	0.26
Ergonomics injury cases/100 employees/year (US only)	1.86	1.91	2.00	1.38	1.64	1.88
Work related fatalities/year	0	0	0	0	0	0

Global data unless stated

## Safety case studies

### Total loss cost

In concert with Risk Management, Medical and EHS, Disability Management created a customized workers' compensation training course for Pitney Bowes managers and supervisors. This course explains the steps each supervisor needs to take in the event of a work-related incident, from the initial care of the employee to the reporting of the incident, investigation and case management. In 2014, nearly 300 managers and supervisors successfully completed the course.

### Find It Fix It kit for Global Client Care Service

Our Client Service Representatives (CSR's) work in thousands of unique environments at client sites and in the field. That presents ever-changing safety risks. Our Global EHS teams conducted several "ride-alongs" with Client Care CSR's. It was found that their jobs varied widely from a safety point of view. Based on the field observations and employee feedback, we provided a kit of small tools and educational materials to make the tasks more efficient and to help keep employees safe on the job. More than 750 CSR's received this kit.

Building on the concepts behind our MoveSmart® ergonomics program launched in 2012, the kit is simple to use and serves as an effective reminder of our continuing commitment to improve all aspects of Environment, Health and Safety. Here's what we included:

- A pair of ANSI-rated safety glasses with the Pitney Bowes logo.
- A pair of ear plugs for use in noisy environments or where required by our clients.
- Six small coasters that can be placed in car cup holders as a reminder to "Not Text and Drive." They can also be placed under the feet of machines to make it easier to slide them across flat surfaces, eliminating the need to pick them up.
- A multi-function pocket tool with a small knife, needle nose pliers and ruler, all in a Pitney Bowes logo carrying case.
- A Pitney Bowes-logoed LED flashlight.
- A trifold brochure outlining the key techniques of the MoveSmart program.
- A neoprene carrying case with the Global Client Care logo.

Our Total Recordable Rate in the Client Care organization has been reduced by over 50% in the last three years.

### Risk assessment case study

EcoATM™ project: Working with the client to ensure safety first

As of December 31, 2014, EcoATM had approximately 1,890 kiosks located in shopping malls and select large retailers throughout the United States. EcoATM is the world's first automated eWaste recycling station. Pitney Bowes provides nationwide installation service and support for these environmentally friendly devices.

The EHS team had the opportunity to work with the Pitney Bowes Multi-Vendor Service team and directly with EcoATM, to ensure that the safety and security of our employees was a key strategic priority.

Pitney Bowes developed the repair, maintenance, installation, and safety procedures for the kiosk. We worked with EcoATM's engineering team to identify and remove/re-design potential safety issues in the original kiosks, such as sharp metal edges and hard-to-access areas within the unit. We then created a training video to complement the other CSR training offerings.

### Training

We offer a variety of customized training materials to address unique challenges and risks found with our businesses. Many are offered in multiple languages including Spanish, French, Portuguese, and German.

# Clients and suppliers

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

## Working with clients

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

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

## Working with suppliers

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

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

## Supplier diversity

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

## Conflict minerals

Our Form SD and Conflict Minerals Report disclose the supply chain due diligence we undertook in 2013. It determines whether any minerals used in our products originated in the DRC. Our complete Form SD and Conflict Minerals Report is available at [pitneybowes.com](http://pitneybowes.com)

## Learn more (links to PDF found in "Working with Suppliers" document, no longer its own page)

- CA Transparency in Supply Chains Act statement
- Pitney Bowes is in compliance with California Transparency in Supply Chains Act (SB 567).

## Working with clients

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

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

## Client data protection

We are strongly committed to protecting the security and confidentiality of the client, employee and partner information entrusted to us. Data protection is not only a matter of compliance at Pitney Bowes, —it's an essential part of our culture and brand.

We have a comprehensive information security program overseen by our global Data Protection Committee. We continually assess our data security strategy to anticipate, identify and mitigate new threats. We carefully consider cybersecurity challenges when conceiving, developing and implementing our administrative processes, products and services. Every employee is responsible for data protection. Required employee training and awareness of information security remain a top priority. Our security policies and procedures are based on the ISO/IEC 27001 international standards and our practices are regularly reviewed by internal and external audit.

## Continuous improvement and client focus: ISO 9001 registration

Our ongoing program of ISO registration underscores our commitment to quality improvement and standards compliance. Over the last several years, major Pitney Bowes facilities in North America and Europe have implemented and registered for the ISO 9001 Quality Management Standard. Our ISO-certified facilities currently include three in the United States, four in the United Kingdom and facilities in Finland, France, Germany, Ireland, Italy, Sweden, Switzerland and South Africa. This certification encompasses our client satisfaction process as well as our manufacturing and service operations. Registration is based on a combination of external audits and demonstration of significant year-over-year improvements in our quality management system. This results in greater client satisfaction with our products and



services. In addition, one of our U.K. facilities holds ISO 14001 Environmental Management System and OHSAS 18001 Health and Safety certificates.

### Software user groups

Many of our clients are actively involved in working together to optimize their use of Pitney Bowes products, network with fellow professionals and contribute to a continuing dialogue about future product directions. This is particularly true of clients of our software businesses, who have formed user groups in North America and Europe. Two of the most active are the MapInfo User Group UK and Ireland ([muguki.com](http://muguki.com)) and the MapInfo Sweden User Group ([misug.se](http://misug.se)). The U.K. group comprises 55 organizations and meets annually at venues that rotate among London, Birmingham and Bristol. The other group holds yearly conferences in Gothenburg, Sweden. They typically draw 75 or more participants to sessions that include a mix of client and company presentations on technology, product direction and practical usage tips.

### Pitney Bowes receives fourth consecutive NorthFace award for service excellence

For the fourth year in a row, a team from Pitney Bowes has won the Omega Management Group's NorthFace Scoreboard Award. The award is presented annually to companies who have demonstrated consistent excellence in service and support, as rated by their own clients in surveys. Inaugurated in 2000, the NorthFace award is the only one of its type determined solely on the basis of client responses. Pictured left to right at the May 2015 ceremony, which honored outstanding performance during 2014, are Michael McLasky, Director, Worldwide Software Support for Pitney Bowes; John Maganakis, President and CEO, Omega Management Group; and Greg Johnson, Managing Director, Worldwide Software Support.

## Working with suppliers

### Supplier code of conduct

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

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

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

In 2014, we added an Environmental Product Compliance Section to the Code in order to make sure that suppliers are aware of the requirements of Pitney Bowes. This section stipulates that Pitney Bowes suppliers meet environmental compliance regulatory requirements such as: REACH, RoHS and WEEE, and Conflict minerals. Among its requirements:

- Supplier will certify that the products it supplies to Pitney Bowes are manufactured in accordance with applicable laws, regulations and requirements.
- Supplier shall be responsible for all registration and other REACH requirements for chemical products.
- Supplier warrants that any materials returned by Pitney Bowes will be disposed of, recycled, recovered, or reclaimed and never landfilled. Supplier shall allow Pitney Bowes to audit a facility or review requested files associated with Pitney Bowes business.

### Conflict minerals

Section 1502 of the Dodd–Frank Act requires all issuers that file reports with the Securities and Exchange Commission under Sections 13(a) or 15(d) of the Exchange Act of 1934 to make certain filings and/or disclosures as to whether any tin, tantalum, tungsten or gold ("conflict minerals") "necessary to the functionality or production" of the issuer's products originate from the Democratic Republic of the Congo (DRC) or adjoining countries. Pitney Bowes' Form SD and Conflict Minerals Report, in which we disclose the supply chain due diligence we undertook in 2014 to try to determine whether any conflict minerals used in our products originated in the DRC. Our complete Form SD and Conflict Minerals Report is available at [pitneybowes.com](http://pitneybowes.com)

## Transparency in our supply chain

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

## Global supplier diversity

We are committed to the growth of business with diverse suppliers. We believe diverse businesses enhance our global supply base, as they providing innovative strategies and solutions while meeting or exceeding expectations in the areas of cost, quality and delivery. We work diligently to ensure that minorities, women, veterans, service-disabled veterans, HUBZone, Native American, lesbian, gay, bisexual and transsexual (LGBT) and economically disadvantaged small businesses have the opportunity to compete for our business. We also continue to develop new strategies to help diverse businesses grow and participate in our own growth globally.

- New areas of opportunity: Pitney Bowes identifies potential diverse suppliers in areas ranging from logistics, marketing and staffing to finance, travel, benefits and legal work. We use business fairs and matchmaking opportunities to vet suppliers and build a pipeline. Our teams meet regularly with sourcing teams to address gaps and develop plans. We are also committed to earning recognition as a global supplier diversity leader in our industry, and have repeatedly been recognized in the United States for our supplier diversity practices and performance.
- Communication: Pitney Bowes works across the global procurement enterprise to ensure commitment to supplier diversity across the company. We hold annual training for our procurement professionals.
- Supplier development: Pitney Bowes works with existing diverse suppliers to help them qualify for expanded relationships through product or process improvements. We also mentor potential suppliers.
- Sourcing: Pitney Bowes integrates supplier diversity into our global sourcing processes with an ongoing partnership between Global Supplier Diversity and procurement. We include requirements for the inclusion of diverse businesses in our sourcing processes.
- Metrics: Pitney Bowes establishes an annual Small Business Administration commercial subcontracting plan. We set goals for year-over-year growth in diverse spend. We use a supplier diversity dashboard to track performance by category.

## Reporting

Pitney Bowes reports our diverse supplier spend monthly against our internal goals and on our Small Business Administration federal government commercial subcontracting plan. We require majority suppliers (with whom we currently spend more than \$500,000 per year) to report their supplier diversity spend to us on a quarterly basis. We also report our supplier diversity spend to a number of our commercial clients on a quarterly basis.

## Supplier qualification and certification

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

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

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

## Outreach organizations

Pitney Bowes provides numerous opportunities for diverse suppliers to connect with sourcing professionals and internal stakeholders. We are active members of the National Minority Supplier Development Council and the Women's Business Enterprise National Council, the two premier certification and business development organizations for minority and women-owned businesses. Each year, Pitney Bowes hosts their regional partner organizations, the Women Presidents' Educational Organization and the Greater New England Minority Supplier Development Council, in sessions focused on topics such as "How to do business with Fortune 500 companies" and "Supplier development best practices."

## Leadership

Our engagement with diversity business development organizations includes active leadership and participation on key committees. Our Global Supplier Diversity Manager serves on the Council's board of directors as well as the Advisory Board of the National Veterans Owned Business Association. Another senior procurement executive is the Immediate Past Chair of the Women's Business Enterprise National Council.

## Performance 2014

### Supplier diversity

In 2014, we achieved 6.2% spend with diverse suppliers. That's an increase of 8% over 2013. Contract awards to diverse businesses included staffing, facilities services, information technology and logistics.

### Recognition

In March 2015, the Women's Business Enterprise National Council (WBENC) named Pitney Bowes to its 13th annual listing of America's Top Corporations for Women's Business Enterprises. This national award recognized 51 corporations for outstanding best practices in supplier diversity, enhancing opportunities and leveling the playing field for women's business enterprises (WBEs) competing for corporate business. This was the fifth year in a row we received this honor. Pictured above are WBENC Board Chair Benita Fortner, Pitney Bowes representatives Mel Ohi, Aladin Abu-Obaid, Ryan Maddern, Peter Panzarella, Laura Taylor, Gillann Blunsch and Jay Wesley, and WBENC President and CEO Pamela Prince-Eason.

In March 2015, the Greater New England Minority Supplier Development Council (GNEMSDC) nominated Pitney Bowes for National Corporation of the Year. They also nominated Global Supplier Diversity Manager Jay Sheldon Wesley as Advocate of the Year for his work in outreach, development, increasing opportunities for contracts and contract awards for minority business enterprises (MBEs).

In April 2015, the National Veteran Business Owned Business Association (NaVOBA) named Pitney Bowes to its 11th annual listing of America's Top 25 Corporations for Veteran Owned Businesses.

In 2015, we were also named a Corporate Partner of Distinction by Women Presidents' Educational Organization for the sixth year in a row.

### Conflict minerals

Our Form SD and Conflict Minerals Report disclose the supply chain due diligence we undertook in 2013. It determines whether any minerals used in our products originated in the DRC. Our complete Form SD and Conflict Minerals Report is available at [pitneybowes.com](http://pitneybowes.com)



## CA Transparency in Supply Chains Act statement

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

# Community

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

We focus our philanthropy on literacy and education, essential contributors to the growth of healthy individuals, strong communities and a vibrant economy. We support programs for children, families and teenagers that encourage reading, help close the academic achievement gap, prepare people for successful employment, and enhance the capability and opportunities of the future workforce. We take special pride in the enthusiastic contributions of Pitney Bowes employee volunteers who donate thousands of hours each year to help community and partner organizations in this work. We are delighted to support their diverse volunteer interests with volunteer grants and to deepen their charitable donations through the Pitney Bowes Foundation matching gifts program.

## Literacy and education

Every child deserves the chance to grow into a healthy, productive adult. Yet far too many children lack fundamental resources needed to progress academically, acquire critical skills, and become successful in today's economy. Far too many have limited access to books or programs that have been proven to make a lifelong difference. We help combat this problem by partnering with outstanding nonprofits at the local, national and global levels. We focus our efforts on at-risk students served by school districts in communities where we have a presence.

## Local community support

Beyond our work with regional, national and international organizations, we also support meaningful causes at the local community level. Employee volunteers serving on local community leadership teams around the world help to drive employee volunteer engagement in their communities.

## Employee involvement

Our employees are passionate about making a difference for our clients and our communities. Corporate citizenship has been part of our company culture from the very beginning, and continues to enrich our business by helping us to attract talented, engaged employees.

## Literacy and education

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

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

- We serve young children through programs that encourage parent engagement, stimulate development of language and literacy skills and foster a true love of learning.
- For children from pre-kindergarten through elementary and middle school, we support year-round enrichment through school-based and after-school programs. Plus, our commitment to summer learning and other programs help minimize the loss of academic skills during school vacations.
- At the high school level and beyond, we support programs that motivate and equip students for higher education and potential career choices. These programs range from mentoring and job training to high school equivalency and ESL or other local language programs.

In addition to providing more than \$1.6 million each year in literacy and education grants, we encourage employees to donate their talent and expertise through skills-based volunteerism. From tutoring students to strategic involvement on nonprofit boards, employees at every level donate thousands of hours each year to help children and families in our communities to grow, learn and achieve.



Here are just some of the organizations and programs we're proud to support:

- **Network For Teaching Entrepreneurship (NFTE):** NFTE programs help young people from low-income communities build entrepreneurial skills and launch businesses. This includes middle and high school classroom-based programs, summer BizCamps, and the World Series of Innovation. For the 2014 World Series of Innovation, the Pitney Bowes Foundation challenged students to create a location-aware application that addresses a need in their school or community. The concepts submitted included apps to help young people find volunteer opportunities, track their volunteer hours and identify constructive places to meet local peers with similar interests.
- **Read to a Child:** Since 2007, we've been a Read to a Child National Partner, supporting national, regional and local mentoring programs for low-income elementary students. Read to a Child creates better opportunities for children and strengthens society as a whole by inspiring adults to read to children. In 2014, we sponsored Read to a Child's first fundraising event in New York City. In 2015, we supported their first national digital fundraising campaign on the theme "Spark Something Meaningful—Help Kids in Need Love to Read."
- **Reading Is Fundamental (RIF):** Since 2004, we've proudly supported America's largest children's literacy nonprofit organization. We helped develop family/teacher resource guides on communication and innovation as well as tool kits that engage employee volunteers. We also distribute free books to thousands of students in the U.S. and beyond. Recent independent research demonstrates the effectiveness of the RIF model in reducing the annual academic "summer slide" and related achievement gaps.
- **buildOn:** We've collaborated with buildOn since 1997. buildOn is a global nonprofit focused on helping U.S. inner-city students expand their horizons and develop the skills needed for success in school and careers. buildOn students also help build schools in developing countries, which fosters their appreciation for their own educational opportunities and their awareness of needs around the world. In 2014, our participation included investing in buildOn's Corporate Partner program, through which our employee volunteers help inner-city high school students develop college readiness, career development, and financial literacy skills and drive student-led community service initiatives.
- **Horizons National Student Enrichment Program:** Horizons National partners with U.S. schools, colleges and universities to provide high-quality summer academic enrichment programs for at-risk low-income students. Now in 15 states, Horizons programs blend literacy, science and math with arts, sports and cultural enrichment in small classes led by professional teachers. Our support provides Horizons affiliates with a reading specialist, assessment tools, training and STEM materials to manage curriculum and facilitate data sharing with parents and public schools. In May 2015, we also sponsored Horizons Giving Day, the organization's first national online fundraising campaign.
- **Success For All Foundation:** Founded 27 years ago at Johns Hopkins University, Success For All focuses on cooperative-learning strategies that engage students and families inside and outside school. In 2014, the Pitney Bowes Foundation funded the creation of 120 "Home Links" videos focused on bridging the gap between classroom and home. Developed in partnership with Sesame Street Productions, Home Links facilitate personalized, interactive education that helps children move to higher reading levels faster.
- **Connecticut Science Center:** With help from the Pitney Bowes Foundation, the Connecticut Science Center is developing curriculum and components in support of Next Generation Science Standards (NGSS) for grades 4-12. The program combines teacher training with interactive exhibits that illuminate the engineering design process used by scientists and engineers to investigate and solve problems. The exhibits also provide a platform for facilitated student investigations on a range of geoscience subjects.
- **Read to Grow:** The Pitney Bowes Foundation has funded the Read to Grow early literacy program for most of the organization's 15 years. During that time, Read to Grow has donated well over a million books to families, educators and healthcare providers. In addition to providing books and promoting awareness of literacy services, Read to Grow encourages families to share books with their babies starting at birth in order to strengthen language development.
- **Childcare Learning Centers:** This longtime partner provides preschool education and family engagement to more than 600 children and their families each year. CLC runs Stamford Connecticut's School Readiness, Head Start and Early Head Start programming for low-income families. Funds from the Pitney Bowes Foundation enable CLC to expand Head Start to a full-day, full-year program for qualifying families with limited English language skills, allowing parents to work full-time while their children receive extra help in preparation for kindergarten.

- **Etasha:** We recently joined forces with ETASHA Society in India to help students from disadvantaged backgrounds develop skills needed for successful employment. ETASHA provides vocational training, career guidance and placement programs. Our funding supports programs on essential competencies for employment and women's professional development and economic independence. Manish Choudhary, our Vice President of Worldwide Engineering, serves on ETASHA's Governing Council.

## Local community support

Beyond our work with regional, national and international organizations, we also support causes at the local community level. Employee volunteers serving on local community leadership teams around the world help to drive employee volunteer engagement in their communities. Their efforts are supported through Pitney Bowes Foundation volunteer grants as well as direct grants endorsed by teams in a number of US locations.

Most of the teams' activities and related grants reflect our corporate philanthropic priorities of literacy and education. We also support other pressing community needs, such as blood drives and collections of food, clothing, books and holiday donations for individuals in need.

### Food, clothing and book drives in Atlanta, Omaha, and Detroit

Groups from several U.S. locations held food, clothing and book drives over the course of 2014:

A team in Atlanta volunteered at the local Community Food Bank in November, sorting more than 10,000 lbs. of food for the benefit of more than 500 families. In December, they teamed up again to purchase, wrap and deliver holiday gifts in cooperation with a local women's shelter.

In Detroit, volunteers partnered with Gleaners Food Bank for a food drive. They also partnered with a local elementary school to read to children and provide school supplies in conjunction with Reading Is Fundamental.

In Omaha, team members have conducted volunteer drives in each of the last six quarters. Projects in 2014 included:

- Creating 350 activity books for children staying at Lydia House
- A homeless shelter run by the Open Door Mission
- Partnering with the American Red Cross to collect clothing
- Water and stable food items for Iowa and Nebraska residents displaced by natural disasters
- Adopt-A-Student and backpack programs to provide school supplies for children in need
- Collecting clothes for the Project Harmony child protection center

### Full volunteer calendar for employees in Albany/Troy NY

Reading, mentoring, food and clothing drives and holiday-themed children's pajamas made 2014 a varied and rewarding year for Pitney Bowes volunteers at several New York locations.

Volunteers at the Everybody Wins Power Lunch program spent one lunch hour a week at a Troy, New York elementary school, talking with and reading to a child under the guidance of the Literacy Volunteers of Rensselaer County.

Volunteers undertook a variety of activities in support of Fisher House. They which provides families of veterans with a place to stay while their loved ones are at the VA Hospital or Albany Medical Center. Examples of 2014 efforts included collecting clothing, planning and preparing home-cooked meals and providing supplies and other items on the Fisher House wish list.

Employees have participated in local Adopt-A-Family programs for more than 20 years in cooperation with the local Department of Child and Family Services. Last year, they collected more than 80 pairs of pajamas and several dozen books through the holiday charity Pajama Promise.

### Giving back to the community in India

Cold winters are not unheard of in Delhi. When cold weather strikes, many people struggle to keep warm at night. This past winter, the team in India held a three-week clothing drive, collecting sweaters, socks, shawls and mufflers for men, women and children.

Pitney Bowes India also partnered on a Holi (Festival of Colors) initiative with NGO Antarkranti, a rehabilitation program serving inmates in 40 jails across India. Antarkranti's trained prisoners to create clothes in Holi colors using eco-friendly herbal dyes and other natural products.

### Busy summer for Australia volunteers

Clean Up Australia Day is the nation's largest community-based environmental event. Staff from four Pitney Bowes offices took part in February 2015. They collected many bags of rubbish from their local communities.

FebFast challenges participants to dedicate the whole month of February to healthier lifestyles. In addition to benefiting their own health, participants also raised awareness about the issue of youth addiction in Australia.

### Green week (March)

This unique event created by the Australian Corporate Social Responsibility team has two goals: improving our health and reducing our environmental impact by finding greener and healthier methods of commuting to work. At this year's event, participants formed teams to compete for a prize based on a combination of travel methods and distances.

## Employee involvement

Our employees are passionate about making a difference for our clients and our communities. Corporate citizenship has been part of our company culture from the very beginning. Citizenship continues to enrich our business by helping us to attract talented, engaged employees. Our employees know that their efforts are appreciated both by Pitney Bowes and by the people they serve in the community. They also experience the valuable path that volunteerism leads toward personal and professional growth.

### Volunteering

The initiatives we support reflect both our core values as a company and the engagement of our employees in the well-being of their communities. Studies indicate that employees who volunteer in company-sponsored volunteer activities experience higher levels of engagement, connection, accomplishment and satisfaction. In addition, we support employees' independent volunteer efforts through grants from the Pitney Bowes Foundation.

### Dedication to Education (D2E)

In October 2014, we partnered with United Way of Western Connecticut to create a new volunteer service initiative at our home office communities of Stamford, Shelton, Danbury and Bridgeport. Dedication to Education engaged more than 475 employee volunteers in 32 education-themed projects spanning 23 Fairfield County nonprofits. Participants contributed more than 2000 hours and enriched the lives of more than 5900 students. More than \$50,000 in team project grants from the Pitney Bowes Foundation covered the costs of project materials and supplies.

At the same time, we launched two new resources to help engage more employees in volunteering:

- Pitney Bowes Volunteers: An online portal to facilitate volunteer activities
- Champion Toolkit: For D2E team leaders, the Toolkit provides a comprehensive roadmap for designing and implementing a team volunteer project.

The response from our employees, partner organizations and the students was overwhelmingly positive.

### Share the message: Read

We are proud to be a longtime partner of Reading Is Fundamental (RIF), America's largest early literacy program. Our support has included:

- Teacher training programs
- The development of family-teacher resource guides
- Volunteer reading resources including tool kits that contain a book to read, related craft activities
- An array of age-appropriate books for distribution to students.

RIF's book distribution model has proven to be both popular with students and effective in improving their reading skills. The RIF program engages kids in choosing books that interest them so they'll be excited about reading and take pleasure in owning them.

### Volunteering supports personal development.

Volunteer service offers employees numerous opportunities to develop their skills. To help them choose, we provide guidelines that map volunteer programs and events to specific skills and core competencies they may be interested in developing.

### Individual recognition grants

Another way we help employees make a difference is by providing grants to the nonprofits where they volunteer. These global individual recognition grants range from \$125 for 25 hours of service to \$500 for 100 hours.

## Team project grants

We also provide grants to cover the costs of materials and supplies for hands-on volunteer projects undertaken by teams of three or more employees or retirees. Grants range up to \$1,000 for teams of three or more employees.

## Nonprofit board service

Many times, the most effective way for our employees to serve their communities is by providing leadership and technical skills through service on an organization's board of directors. Board service provides a stimulating creative outlet, a way to give back, and a chance to make a difference in people's lives throughout the community. In 2014, Pitney Bowes employees held more than 90 positions on nonprofit boards.

## Matching gifts

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

- In Danbury Connecticut, employees were invited to "Join the Pitney Bowes Giving Team" at a charity fair featuring food, door prizes and the chance to learn about local nonprofit services and volunteer opportunities.
- Employees partnered with the **Central Community Chest of Japan** to assist people who continue to be affected by the Tōhoku earthquake and tsunami. "1,698 children lost parents in the earthquake, and our donations will assist with their education," said Kyoto Kato, communications manager, AP/Japan. "Our hearts are with the people who were touched by the massive earthquake and tsunami."
- AJAX Call Center employees in Canada combined their campaign with Take Your Kid to Work Day. They enlisted children to make and sell root beer floats to raise awareness for the campaign conducted in partnership with **United Way of Peel**.
- India employees supported the **Mission Education** program of NGO Partner **Smile Foundation**, which provides basic education and health care to underprivileged children. Human resources manager Vishal Pandey said, "We encouraged people to join the campaign using this phrase: Little drops of water, little grains of sand, make the mighty ocean and the blessed land. By being a part of the team, we make the world of difference."

## Disaster relief

Founded in 1992, the Pitney Bowes Relief Fund is a U.S. 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 Employee Giving Campaign. So far the Fund has distributed nearly \$3 million for food, shelter, clothing and medical care while also providing referrals to community-based resources for additional support.

When disaster strikes employees and family members outside the United States, we conduct global appeals, with matching funds provided by the Pitney Bowes Foundation. Recently, we conducted appeals in response to the 2013 typhoon in the Philippines and the Nepal earthquake in May 2015.

## Performance 2014

Total giving (Pitney Bowes Foundation, Pitney Bowes Relief Fund and corporate contributions): \$4.6 million

### \$1.4 million Literacy and education contributions (by focus area):



Literacy and education grant results	2014	2013	2012	2011	2010
Organizations received grants	67	80	49	42	36
Students directly impacted by grants	91,135	118,686	47,996	36,407	31,669
Total students hours	2,101,473	4,946,592	2,473,391	1,749,687	1,332,617

## General charitable contributions

- Total match of employee charitable contributions: \$1.9 million (Includes U.S., Canada, UK, Republic of Ireland, India, Singapore, Japan, Australia and Hong Kong)
- Aggregate value of employee volunteerism: 2.1 million (Includes hands-on and skill-based volunteer activities as well as nonprofit board service)



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