

Environmental  
Social  
Governance  
Report  
**2022**





## President & CEO letter

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

### Fellow stakeholders:

Whenever I'm asked to comment on why I so passionately believe in Pitney Bowes, I focus on the core foundations that help propel our success. I believe serving our clients and providing an engaging and rewarding place to work creates long term value. There are no shortcuts if you want to create enduring value. I have also believed in our opportunity to set an example for other enterprises of how to do the right thing the right way. Our commitment to being a responsible, ethical, inclusive company starts at the top of the organization and extends to all of our team wherever they are.

Today, Pitney Bowes provides world-class technology, logistics, business, and financial services to help clients reduce the complexities of sending parcels and mail. We are proud of the strides we have made in our sector and look forward to continuing to drive innovation forward to better serve our clients. And we are equally committed to remaining true to the values, ethics and responsible business practices that are embedded in our culture and our approach to moving forward with purpose. We align our ESG reporting with leading standards and frameworks that help us meet the evolving expectations of our stakeholders as well as best practices in how and what we disclose.

Throughout our history, our commitment to diversity, inclusion and engagement has been foundational to our team's journey. We are dedicated to advancing a culture of sustained excellence and exceptional performance by embracing the greatness of our team members' individuality, maintaining high standards of safety and wellness practices, and creating a sense of belonging for all. Today, 43 percent of our global population are women, and nearly 50 percent of our US population are people of color. Our commitment to inclusivity extends across our company, from the diversity of our Board of Directors to accessible

product design to meet the diverse needs of our clients, to our diverse supplier base and attention to responsible sourcing. A more inclusive Pitney Bowes is a more productive company and one that is better able to create value for our stakeholders.

We also recognize the need to raise the bar on environmental stewardship to minimize impacts from our operations and value chain. This includes our target to achieve carbon neutrality of our operations by 2040. We will do this through energy efficiency in our sites and fleet and by the increased use of renewable energy. But we also recognize that our responsibility extends beyond our own operations. We recently extended our target for carbon neutrality to include our scope 3 emissions, those from our value chain, by 2050. We will do this by focusing on a better understanding of the sustainability practices of our suppliers, increased accuracy of suppliers' CO2 reporting, and partnering with suppliers engaged in sustainable practices. An environmentally focused Pitney Bowes is a more efficient and resilient company and one that is better able to flourish in a fast-changing world.

Our approach to serving our communities is also enduring and integral to our values. This is evident in our work to uplift students in underserved school districts by increasing their access to equitable education opportunities. With a belief in joining forces for good, we reached out to colleagues in other companies and together formed the Fairfield County Business Collaborative for Education Equity. In just three years, we have seen the power of collaboration and a focus on scalable, evidenced-based programs to bring about real change. A more engaged Pitney Bowes is a place people want to work and a company that our clients and communities want to partner with over the long term.



As you read our report, I am confident you'll see what excites the team here at Pitney Bowes – a passion for doing the right thing the right way for our clients, our people, the environment, and our communities. But we are neither finished nor content with where we stand currently. We are committed to building on our already strong foundation of corporate responsibility so we can take actionable steps and create meaningful impacts as we move forward with purpose for all our stakeholders.

MARC B. LAUTENBACH



## Introducing Pitney Bowes

Pitney Bowes (NYSE:PBI) is a global shipping and mailing company that provides technology, logistics, and financial services to more than 90 percent of the Fortune 500. Small business, retail, enterprise, and government clients around the world rely on Pitney Bowes to reduce the complexity of sending mail and parcels.

### What we do



Mailing & Shipping  
Technology



Mail & Parcel  
Logistics



Financial  
Services

# Our approach to ESG

At Pitney Bowes, our commitment to environmental, social and governance (ESG) matters reflects our aspirations as an employer, neighbor and corporate citizen. We are creating those positive impacts within our overarching business. We move with purpose, laser-focused on opportunities to create positive impacts on environmental sustainability, employee development, employee safety, diversity, equity, and inclusion, ethics and compliance, community involvement, and philanthropy.

As a human-centric company, we seek to continuously improve the experience that clients, employees, and suppliers have when they interact with our company and our products. We also strive to reflect the diversity that is all around us as we work to protect the world we share.

We measure our performance against the highest ESG standards and align our reporting with leading international benchmarks including the Global Reporting Index (GRI), the United Nations Sustainable Development Goals (UN SDGs), and the Task Force on Climate-Related Financial Disclosures (TCFD). Our governance structures support these commitments.

## Environment, social and governance responsibility and oversight

As we address our responsibilities to the world around us, we consider the perspectives of multiple stakeholders, including our clients, employees, investors, and the communities where we operate. To serve our stakeholders effectively, we have designed management structures and processes to provide oversight of each area of our responsibilities. These include the Pitney Bowes Governance Committee, and the full Pitney Bowes Board of Directors. At the board level, the Governance Committee in particular and the full Board oversee our efforts in these areas.

# ESG highlights

## Purposeful actions we took

## Plans and goals moving forward

### Governance

Significant Board refreshment, while maintaining the Board's significant diversity.

Continue to ensure Board diversity.

### Environmental stewardship

Commit to carbon neutrality in our value chain by 2050 in addition to our previous commitment of carbon neutrality in our operations by 2040.

We aim to reach 50% of renewable electricity by 2025.

### Our team's journey

Launched PB University to centralize and highlight learning and career experiences at Pitney Bowes.

Continue to leverage PB University to provide best in class learning and career experiences at Pitney Bowes.

We expanded the visibility and reach of our diversity and inclusion actions, best practices and information through a digital strategy that featured leveraging a variety of internal online sites, as well as the external sites of our partners.

We will maintain a global conversation and focus on Diversity, Inclusion and Engagement at Pitney Bowes as we continue to advance our culture of inclusion and high performance.

Expanded and improved mental wellbeing offerings.

We will continue to promote health and wellbeing as part of our inclusive culture in which individuals can bring their whole selves to work.

Refreshed the daily safety huddle training and other regular training programs. And incorporated safety conversations into daily business operations meetings.

All continuing in 2023 and we continue to refresh training.



# ESG highlights

## Purposeful actions we took

## Plans and goals moving forward

### Responsible sourcing

Hired a full-time Supplier Diversity Manager.

We will further develop our Supplier Diversity programs, with a focus on Tier II development and business goals.

### Client experience

Devoted time toward ongoing enhancements to our client experience. Advanced our overall client satisfaction scores.

Continue to keep the client at the center of everything we do through purposeful, client-centered prioritization of our efforts. Further enhance our culture through initiatives such as our award-winning Client-centered Innovation skill-building program.

### Community impacts

Advocated for literacy and education to aid underprivileged communities.

We will continue to foster meaningful collaborations with organizations whose missions and objectives align with our purpose.





# Governance

Pitney Bowes core value statement, “We do the right thing, the right way,” serves as our guiding light during all interactions with stakeholders, including our clients, employees, investors, and communities. Our governance practices place a strong emphasis on accountability, oversight and sound operating principles to instill trust.

## Pillars of Pitney Bowes approach to ethics and compliance



Providing training and advising



Regularly discussing ethics matters



Monitoring compliance and ensuring accountability



Investigating and addressing ethics issues



## Key corporate governance practices enhancing the board's independent leadership, accountability and oversight

<b>Thoughtful board composition</b>	
✓	Diverse and highly skilled Board with a range of viewpoints
✓	Significant Board diversity with women serving as four of the Board's eight independent directors, with two Black directors and one Hispanic or Latinx Director
<b>Independence</b>	
✓	Separate Chair and CEO, with robust duties and responsibilities for independent Chair
✓	All directors are independent other than the CEO
✓	Policy that no more than two directors should be employees of the Company
✓	Executive sessions at Board meetings
<b>Shareholder rights</b>	
✓	Majority voting in uncontested director elections
✓	Annual election of directors
✓	Majority vote standard for Charter amendments
✓	Majority vote standard for Bylaw amendments
<b>Strong corporate governance practices</b>	
✓	Meaningful stock ownership and retention guidelines for directors and CEO
✓	Policy prohibiting hedging and pledging of Company stock by directors and officers
✓	Responsive and active stockholder engagement with regular participation by directors

## Board composition, director qualifications, and board refreshment

The board of directors recognizes the importance of having a diverse group of individuals with a wide range of experiences to provide the board with a comprehensive set of skills necessary to oversee management on behalf of our stockholders. In addition, the board of directors believes that there are certain attributes that each director should possess, such as integrity, ethical behavior, sound judgment, and the ability to commit sufficient time and attention to the activities of the board while avoiding any conflicts of interest. The board of directors and the Governance Committee evaluate the qualifications of directors and nominees both individually and in the context of the overall composition of the board of directors.

The Pitney Bowes board is highly diverse. Four of our 9 Directors are women, 2 of our 9 Directors are people of color, and 1 of our Directors is Hispanic or Latinx. The Chair of the Board is a woman, and three of the four Committees of the Board are chaired by women. The Board members bring a diverse set of backgrounds and skills – from financial expertise to ecommerce and logistics experiences to investor perspectives – to the Board room.

## Board committees

The Board's Audit, Executive Compensation, Finance and Governance Committees are each comprised entirely of independent directors and have clearly defined responsibilities outlined in their respective charters. The Audit Committee monitors our financial reporting standards and practices and our internal financial controls to confirm compliance with the policies and objectives established by the board of directors. The Executive Compensation Committee is responsible for our executive compensation policies and programs. The Finance Committee reviews our financial condition and capital structure and evaluates significant financial policies and activities. The Governance Committee generally oversees succession planning for the board, recommends nominees for election to the board, recommends membership in, functions of, and chairmanship of board committees. In addition, the Executive Committee can address any business that may arise between scheduled board meetings, and as described in the committee's charter.

## Role of the board of directors in risk oversight

The Board of Directors is responsible for oversight of risk. Management is responsible for enterprise risk management (ERM), including identification and mitigation planning. The company has an ERM program to identify, assess, monitor and address risks across the entire company and its business operations. The description, assessments, mitigation plans and status for each enterprise risk are developed and monitored by management, including management "risk owners" and an oversight management risk committee.

# Values and ethics

As laws and policies constantly evolve, we remain committed to upholding honest, equitable, and respectful relationships with our clients, employees, investors, business partners, and communities. We provide regular education and training for our employees, not only to ensure their familiarity with our standards of conduct, but also to equip them with the tools they need to succeed. Our training programs, policies, code of conduct, reporting and advice channels, and management support provide employees with the guidance they need to make the right decisions in challenging situations. We expect our senior management to model these behaviors and demonstrate their personal commitment to a culture of integrity and our annual training includes videos from our senior leaders discussing the importance of ethics and sharing stories of how they have navigated through ethics-related issues. In addition, we regularly take a step back to consider changes in our business and in the world around us and what they mean for ethics and compliance, and then evolve our ethics and compliance programs. In 2022, this included adding training modules on social media use and sexual harassment.

## Code of conduct

The [Pitney Bowes Business Practices Guidelines](#) is our code of conduct that outlines our policies, laws and expectations of conduct for all employees globally. While legally compliant behaviors are the minimum expectation, we expect employees to conduct themselves with the highest ethical standards. We publish the code in two versions: one for employees based in the United States and another for employees based in international locations. We publish the international version in multiple languages, both to reach as many

employees as possible in their own language and to accommodate differences in legal requirements and cultural practices. We recently refreshed the code of conduct to make it easier to navigate, and to add additional content addressing issues and questions which come to the Ethics team.

## Ethics and compliance review committee

Our Ethics and Compliance Review Committee meets regularly to monitor and support business and functional unit compliance with regulatory mandates that affect their operations (for example, regulations governing government contracts or disposal of product components). The committee is comprised of senior leaders who span corporate functions and business units. The committee meets with the senior management of each business unit to ensure that those leaders are an integral part of discussions about compliance within their businesses. These meetings ensure that we have individuals accountable for each area of compliance and that we have appropriate processes in place to manage compliance. Additionally, these meetings help support the mindset that compliance is the responsibility of all employees, not just those in formal compliance roles. A separate review committee focuses specifically on ethics and compliance issues related to labor and employment.

Senior HR and Ethics leaders also meet monthly to share knowledge on trends and specific matters. These meetings better enable these teams to identify trends across the Company and share perspectives. Similarly, the Ethics security, safety, and loss prevention teams also meet on a monthly basis to discuss common issues, provide a cross functional level of visibility, and share information.

## Training

We ensure that our employees are aware of and understand the behaviors the Company expects of them through annual education and training activities, which we customize to fit the needs of individual employee groups using a variety of content delivery methods. Our training sessions cover compliance-related topics, including both standard courses across our employee population and specific trainings to various groups of employees based on the nature of their roles and responsibilities. For example, we provide training specifically designed for our hourly employees in Global Ecommerce and Presort Services facilities.

We also provide refresher communications to reinforce essential elements of ethics and compliance. New employees receive introductory compliance training related to their jobs and are then enrolled the following year in the courses given to the general employee population. This cyclical approach helps employees keep thinking about key requirements on a regular basis. We also make our annual training material available in multiple languages.

## Advice and reporting channels

We promote transparency and accountability by encouraging employees to seek advice in dealing with ethical questions and to report any suspected or actual wrongdoing. Our Ethics Help Line is operated by a third-party administrator 24 hours a day, seven days a week. Employees may call in to the line to report their concerns (anonymously, if permitted by local law) in any of 140 languages or make a report online. Employees may also contact the Global Ethics and Compliance Department in person or through web page reporting, hard copy mail, telephone or confidential email.

Employees may also report matters to their manager, or a member of the Human Resources, Legal or Audit departments. Global Ethics and Compliance promptly reviews all claims of potential violations of law or policy and, where appropriate, investigates claims. If the investigation supports the allegations, we take appropriate and consistent disciplinary actions. We also regularly review the reports that we have received to identify trends, educate senior leaders on the types of issues that have arisen, improve our training, and otherwise continuously improve our processes.

## Risk

### Enterprise Risk Management (ERM)

We have a formal ERM program to identify and monitor the company's enterprise risks and manage our mitigation programs through appropriate action plans. We review and periodically update possible risks in the context of the company's strategies, operations, business environment and other factors, which the Risk Steering Committee, made up of cross-business management, evaluates over the course of each year. Also, either the full Board of Directors, or one of its committees, reviews policies and processes with respect to risk identification, assessment, and management. This focused, multilevel ERM process is a vital tool to help the company create, preserve and realize value for our shareholders.

Our ERM program also includes specific risks related to our ESG oversight. ESG is presented to the Governance Committee and to the full Board as part of the annual ERM program. In addition, the Audit Committee considers ESG as part of its oversight of financial and external reporting and the Executive Compensation Committee considers ESG as part of its evaluation of senior management.

## Privacy and cybersecurity

One aspect of our ERM program is the management of privacy and cybersecurity. Pitney Bowes places high priority on maintaining the privacy of personal and sensitive information of our employees, clients, and partners. Our goal is to foster innovation and trust in the evolving digital economy by minimizing privacy risks, meeting our regulatory and legal obligations, and practicing effective data stewardship. We incorporate privacy into the design of our products, provide clients with choices about the information they share, and maintain transparency about how their data is used.

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

Senior executives comprise our Privacy and Cybersecurity Steering Committee, which oversees these efforts. We also review privacy risks and mitigation plans with a senior management Risk Steering Committee, the Audit Committee of the Board of Directors, as well as the full Board.



# Environmental stewardship

Our role as a responsible corporate citizen means we must go above and beyond to protect and preserve the natural systems upon which all life on this planet depends. To do this, we consider the actual and potential impacts of our operations on the environment, with particular focus on climate-related risks and sustainability.

We are mindful of these factors in how we develop, modify, and deliver our products and services, and we share information and ideas and review company strategy, products, and operations through the lens of environmental sustainability.



Commitment to reach **carbon neutrality** in our operations by 2040 and in our value chain by 2050



**63%**

of our supply chain in value surveyed on environmental issues



**43.7%**

of our energy from renewable sources



We focus particular attention on those issues where we have an impact, those that might represent risks to our business and stakeholders, and those where we can make discernible progress over the short- medium- and long-terms. These include:

- The impact of carbon emissions due to the use of energy in our operations—mainly at our operating sites where we sort mail and packages and in our transportation fleet—as well as throughout our value chain, suppliers and clients.
- The impact of the physical goods produced or used in our operations—mainly our SendTech products and the packaging we use as part of our operations.

Our business model, objectives and strategy are also compatible with a long-term vision of a net-zero greenhouse gas emission-based economy. To meet these objectives and aim for growth and environmental sustainability, we are committed to making our operations and supply chain more efficient, and to the use of green technologies, both existing and yet to be developed. Our approach combines early adoption of green technologies that fit our business with flexibility to capitalize on changes as the technologies continue to evolve.

Our company has a long history of innovation that has repeatedly enabled it to adapt its business to new circumstances. Innovation in the service of sustainability is an example of this approach. Today, we embrace the challenge of net-zero in this same spirit.

To highlight our commitment to making progress on these issues, we have developed the following goals:



### A target of carbon neutrality by 2040 in our operations (scope 1 & 2) via

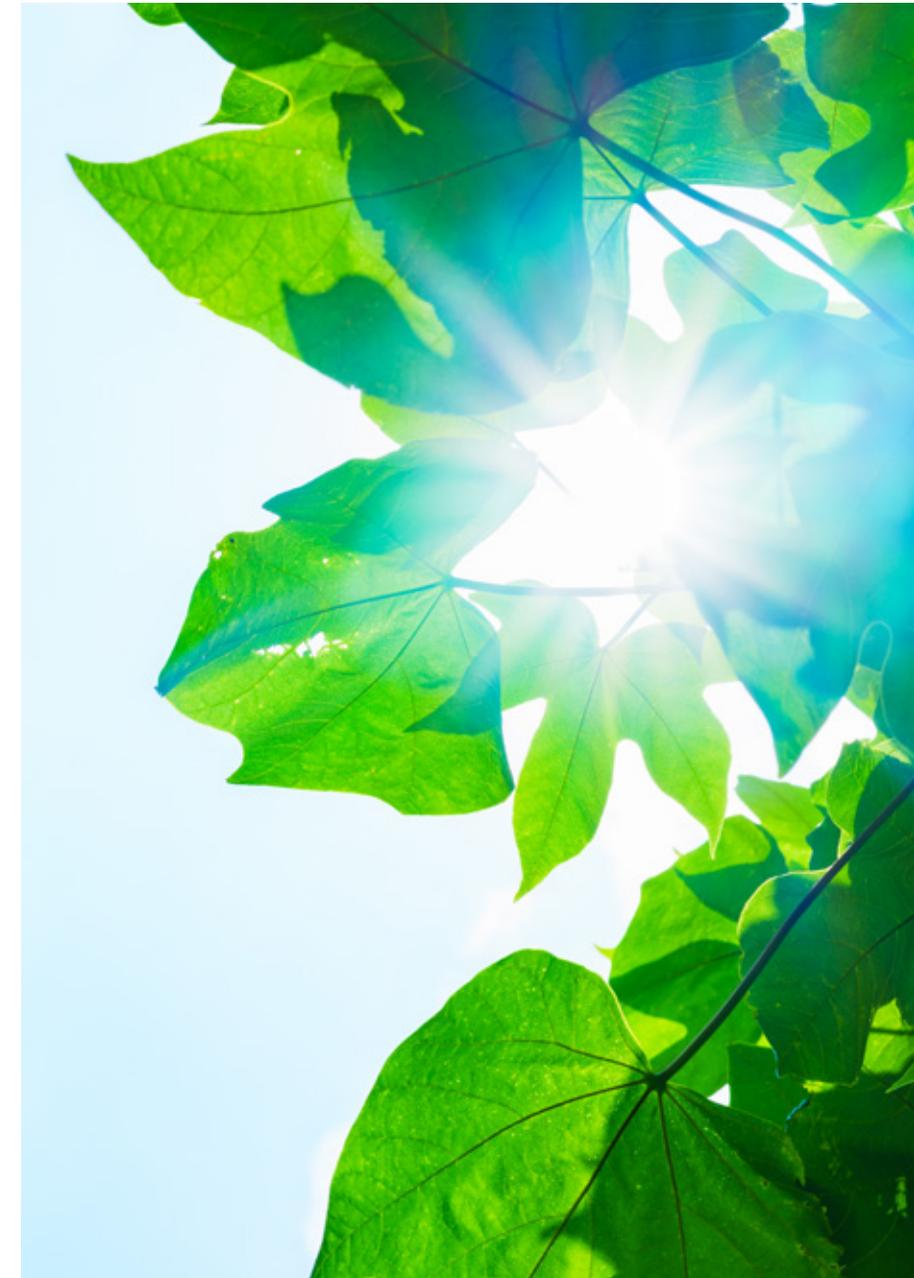
- Efficient use of energy in our sites and fleet
- Increased use of renewable energy
- Offset of remaining carbon emissions

### A reduction in the environmental impact of our products via

- Sustainable life cycles of our SendTech products
- Responsible packaging
- Minimizing impact of waste

### A target of carbon neutrality by 2050 in our value chain (scope 3) via

- Better understanding of the sustainability practices of our suppliers
- Increased accuracy of suppliers' CO2 reporting
- Partner with suppliers engaged in sustainable practice



## Reporting frameworks

We align our external disclosures with frameworks such as the Task Force on Climate-Related Financial Disclosures (TCFD), GRI (Global Reporting Initiative), and emerging efforts to consolidate reporting standards under the International Sustainability Standards Board (ISSB). The alignment between TCFD and GRI disclosures requirements is further detailed in [appendix](#).

## Climate metrics we track



In 2022, we achieved a **16.5% reduction of our CO2 emissions** (scope 1 + 2 market based) normalized to revenue (CO2/\$M of revenue) compared to our 2019 baseline.



To support our new commitment toward carbon neutrality in our value chain by 2050, we encourage our suppliers to move toward greater sustainability by setting their own climate goals.



In 2022, we reduced our scope 1 and 2 (market based) absolute emissions by **7.8%** against our 2019 baseline.



In 2022, we surveyed **63%** of our supply chain in value on environmental issues and increased to **24%** the scope 3 CO2 emission reports we received from our logistics providers, reinforcing our CDP disclosure.



We committed to procure **half** of our electricity from renewable sources by 2025.



In 2022, we reduced our scope 3 emissions by **15%** against our 2021 baseline (first year where we reported on scope 3 emissions).



In 2022 we increased our share of renewable electricity through new contracts including Renewable Energy Certificates (RECs) from 29.7% to **43.7%**.

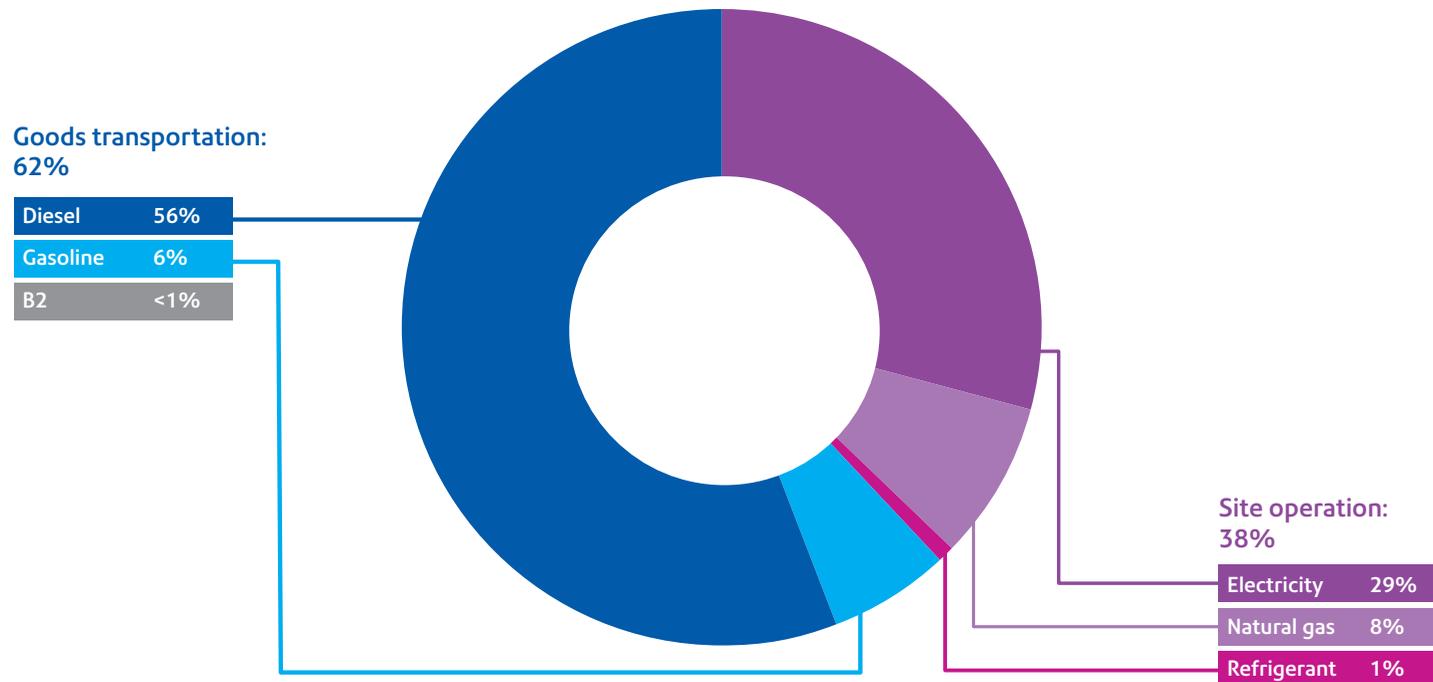


Listed in USA Today's America's Climate Leaders 2023.

# Progress towards carbon neutrality

In our 2020 Corporate Responsibility Report, we committed to reach carbon neutrality in our operations by 2040 and defined our strategy to meet that objective. This commitment is the formalization of years of efforts and embodies our value to do the right thing, the right way.

## CO2 per source of emissions – 2022



Our absolute CO2 emissions in our operations (scope 1 & 2 market based) decreased slightly by 0.7% year on year, but our scope 3 emissions decreased by 15.3% representing an overall reduction of all CO2 emissions of 14.1% between 2021 and 2022. CO2 emissions associated with the use of electricity in our sites was the largest single source of emissions until 2020. We implemented our strategy of procuring electricity from renewable sources late in 2020, accelerated it from 2021 and maintained the pace in 2022 which significantly reduced the size of this type of CO2 emission by 52% compared with our baseline in 2019. At the same time, Pitney Bowes continued its strategic transformation into an ecommerce enabling company, with a focus on increasing the size of its logistics fleet of vehicle. As a result, our most important source of CO2 emissions in our operations in 2021 and in 2022 was our use of

diesel fuel and gasoline in our transportation fleet and personal vehicles that represented about 62% of our CO2 emissions from our operations (scope 1 & 2 market based). Our second largest source was our use of energy at our sites, primarily electricity, that represented about 29% of our CO2 emissions. Reducing these two categories of emissions both relative to our revenue and in absolute term remains our first long-term objective.

Our CO2 emission due to our use of energy in our sites (scope 2 market based plus scope 1 for natural gas, fuel oil and refrigerant) per square feet continues to improve by 16.3% against 2021 and by 50.8% against our baseline in 2019, mainly due to our strategy to source low-carbon energy. After 3 consecutive years of improvement of energy use in our sites and improvement of efficiency of energy use per square feet, we saw in 2022 a slight deterioration from 14.13 to 14.57 MWh of all energy use per thousand square feet, however, we are still 19.7% below our 2019 baseline.



Response	Year	Climate change score	Supplier engagement rating score
Climate change	2022	<b>B</b>	<b>A-</b>
Climate change	2021	<b>B</b>	<b>B</b>
Climate change	2020	<b>C</b>	<b>B-</b>

Some of our recent site acquisitions were in areas where natural gas is preferably used as main source of heating, thus displacing some electricity use. As a result, as our real estate footprint increased by 1.1%, we saw an increase of 12.8% of quantity of natural gas and a smaller increase of electricity use of 2.6%.

In 2022 we retrofitted close to 121,600 square feet of conventional lighting to energy-efficient LED lighting with motion-sensor control where appropriate and acquired new space already fitted with LED, bringing to approximately 5.2 million square feet of facilities using this technology. We also continue to add higher-efficiency HVAC units and high velocity fans where appropriate to provide efficient direct cooling to supplement air-conditioning units and improve energy conservation.

For many years, the Company has set short term goals to reduce our carbon footprint, and then report on our progress against those goals. In 2020, we set a short-term goal of 8% reduction by 2025 relative to revenue, and we reported that we achieved that goal 4 years early in 2021, we are now aiming for an absolute 8% reduction by 2025 in our operations against our 2019 baseline. With the long-term target of carbon neutrality by 2040, and our newly announced additional long-term target of carbon neutrality in our scope 3 emissions by 2050, we have considered appropriate short-term goals as we work towards those larger goals. In doing so, two things are clear. First, technology and options – including around green electricity and electric vehicles – continues to evolve. Second, various regulations and laws (such as California's Advanced Clean Fleets regulation) are setting short-term targets. Accordingly, rather than separately identify new short-term goals, the Company will continue to reduce its carbon footprint, focusing on the short term legislative and regulatory requirements. Through its continuous review processes, the Company revisits establishing short-term objectives as it monitors the evolution of best practices and legislation.



## Efficient logistics fleet

Transportation and logistics are key components of our Global Ecommerce business and Presort Services businesses, with a fleet encompassing more than 550 commercial power vehicles, vans, straight trucks and tractors. As these businesses continue to grow, we anticipate that the fleet may also grow in size. As it does, we will strive to make the fleet even more efficient from an environmental perspective.

We recognize that a critical component in the growth of our logistics operations will require the diversification of sources of energy and use of alternative energies. In 2022, we continued to turn toward more sustainable fuel for our fleet, for example fuel with between 2 and 20% biodiesel and diesel blend. We are also

actively monitoring technological advances in the electrification of trucks. Given the rapid evolution of the technology and the operational considerations associated with fleet electrification, we are focusing on implementing pilot programs in our operations, analyzing the results, and learning from the experience of other companies to refine our electrification strategy. For example, we are switching from diesel to electric yard trucks in one of our locations with appropriate charging station to test this technology and explore the feasibility of further implementation.

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

In recent years we have introduced energy-saving modifications to our trucks, including an optimally sloped hood and grille, a bumper with an integrated air deflector, aerodynamic mirrors, upper door seals, and integrated antennas. All the trucks we added since 2020 have tow-hook covers to reduce the air entering the engine compartment from the front of the vehicle as well as a new set of A-pillar deflectors to improve air flow around the windshield. These new vehicles represent now more than 60% of our fleet of commercial vehicles.

Idling vehicles create energy inefficiencies and we have strict policies, objectives, tools and monitoring capacities to reduce them. Our vehicles are equipped with automatic engine shut-down systems to eliminate idling beyond a specified duration. Similarly, our over-the-road sleeper trucks have auxiliary power units to minimize unnecessary fuel consumption due to idling. In addition, we have now installed telematics throughout our fleet to provide accurate operational and sustainability data including fuel consumption, fuel costs, carbon emissions, run-time, and idling duration. At the same time, our use of route optimization software has helped us to minimize route distances and travel times. We have also expanded our use of fuel purchase cards to improve data quality and visibility for use in sustainability and other efficiency evaluations.

As a result of these efforts, the average fuel consumption of our fleet of tractors (class 8b) has continued to improve from 8.06 miles per gallon in 2021 to 9.24 miles per gallon in 2022. Despite our efficiency measures and because of the increase of the size of our fleet, our CO2 emissions linked to our internal transportation activities increased year on year by 11%. However, the emissions in our external value chain linked to transportation decreased by 14.5%, representing an overall decrease of 12.8% for all emissions linked to internal and external logistic operations.

## US EPA SmartWay membership



In 2022, Pitney Bowes continued its partnership with the U.S. EPA SmartWay program for its fleet. SmartWay helps companies advance supply chain sustainability by measuring, benchmarking, and improving freight transportation efficiency. Launched in 2004, this voluntary public-private program:

- Provides a comprehensive and well-recognized system for tracking, documenting and sharing information about fuel use and freight emissions across supply chains
- Helps companies identify and select more efficient freight carriers, transport modes, equipment, and operational strategies to improve supply chain sustainability and lower costs
- Reduces transportation-related emissions by accelerating the use of advanced fuel-saving technologies.

## Personal vehicle efficiencies

Our Customer Service Representatives and salespeople are on the road most of the time to meet clients' needs—driving either their own small passenger vehicles or Pitney Bowes company cars, depending on the local policy. We are currently testing hybrid and full electric vehicles in several European countries to understand how this technology can support the specific operational requirements of our colleagues. As a result, we have improved the average emission of our fleet of personal vehicles from 152 to 150gCO2/km.

## Increasing use of renewable energy in our sites

We are proud of the significant increase, to 18, of the number of our sites procuring electricity from renewable sources through our Green Retail program of electrical contracts with bundled Renewable Energy Certificates (REC). In 2020, the Green Retail program sourced approximately 10,375 MWh of renewable electricity through renewable energy contracts at six operating sites within our Global Ecommerce business and Presort Services business unit. In 2021, the volume of electricity from renewable source more than doubled to 25,093 MWh, bringing the share of electricity associated with renewable sources to 29.7%. In 2022, we continued to progress toward our objective by adding more sites powered by electricity from renewable sources and increase the volume of electricity to 37,940 MWh, representing 43.7% of our total electricity consumption. We are progressing quickly toward our commitment to source renewable energy in all sites located in deregulated energy market states (where it is readily available), corresponding to approximately 50% renewable energy by 2025. Pitney Bowes is actively working on the next phase of increasing the use and availability of renewable energy by working closely with stakeholders such as internal real estate team, landlords, utility providers and specialized third-parties to install on-site renewable electricity generation capacity. Several projects are currently at the design stage.



Pitney Bowes is a long-term member of the Green Power Partnership, an industry partnership with the U.S. Environmental Protection Agency to promote the development and purchase of alternative energy. In 2022, we continued as a fully engaged corporate partner under the shipping category in this important public-private partnership.

## Offsetting carbon emissions

In line with our strategy, we concentrate first on efficient use of energy leading to reduction of consumption, and then on increasing the share of electricity coming from renewable sources. We believe the carbon offset program will continue to be necessary at a later stage to supplement these efforts as part of our strategy to reach carbon neutrality.

## Scope 3 GHG emissions:

Two years ago, we announced our commitment to achieve carbon neutrality by 2040. This goal post enabled the company to articulate its strong commitment to the environment and sustainability, and to plan a roadmap towards reducing our carbon footprint, increasing our use of green electricity, and moving towards electric vehicles. With this report, we are proud to announce an additional goal of carbon neutrality in our value chain (scope 3) by 2050. We are articulating this aspiration because we

understand that our carbon footprint comes from both the carbon emissions we produce in our own operations (scope 1 and 2) and in the transportation and manufacturing from our vendors, as well as during the use of and end of life of our products. This aspiration enables us to not only focus on our own internal sustainability goals, but also to partner with our providers to work jointly towards improving their carbon footprint. While there are of course many unknowns over the next twenty-five plus years, we anticipate that green technologies and electric vehicles and support will continue to improve, that other companies will continue to strive towards more sustainable operations and products, and that the information and dialogue around sustainability will continue over this period. We plan to work closely with our suppliers in this initial phase to understand their environmental strategies, and then with that understanding, to increasingly partner with companies who share this commitment to a sustainable future. Over time we aim for information about their performance to be more detailed and direct on CO2 emissions and reduction strategy. This approach is already bearing fruit, we saw the proportion of logistics partners providing direct CO2 emissions report increase from 19% in 2021 to 24% in 2022. This insight will be developed into future improvement action plans that lead to strategic supplier selection decision-making.

The main sources of CO2 emissions in our value chain include key activities such as the following:

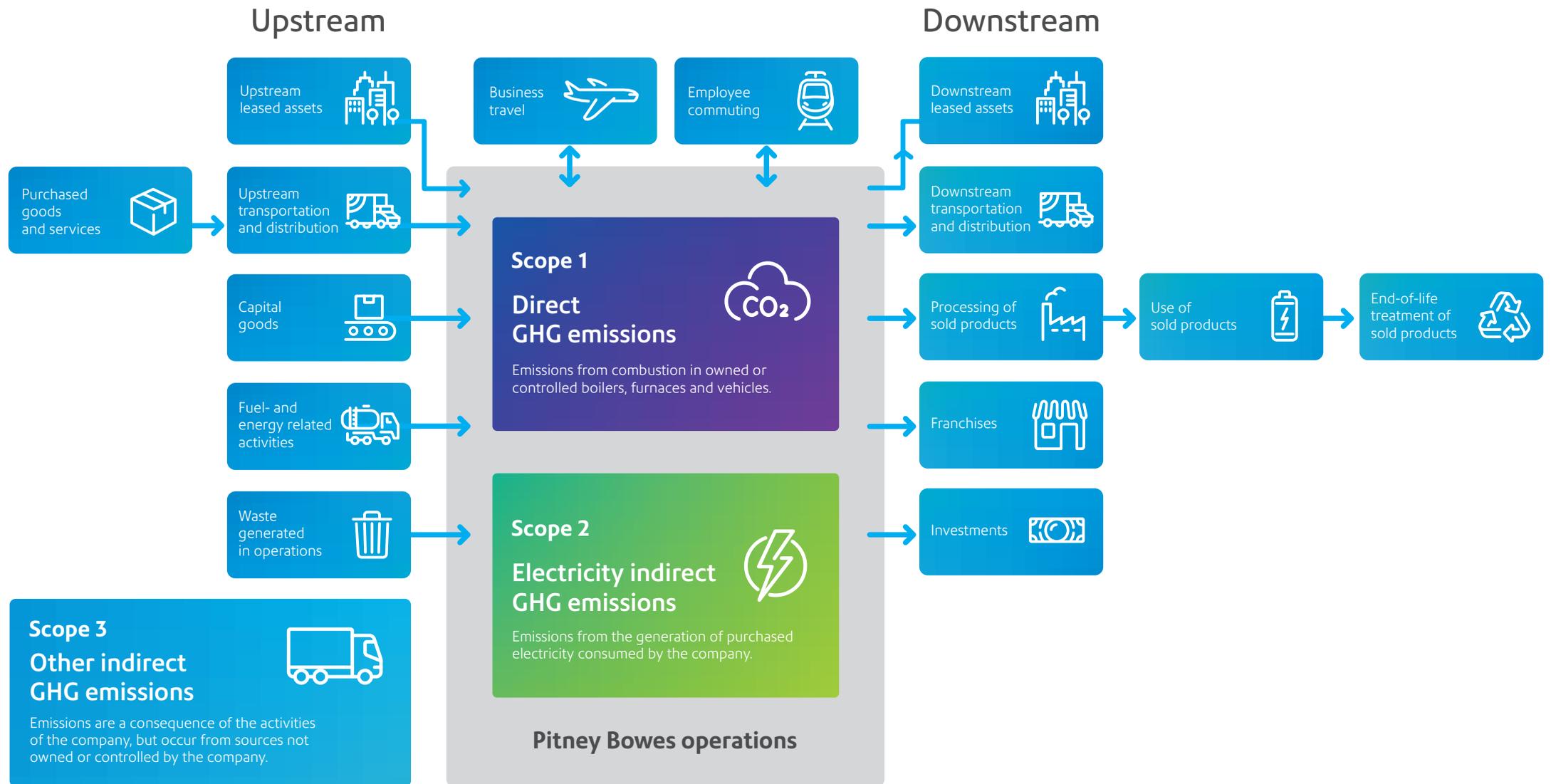
- external logistics activities including ground transport and international sea or air transport
- life cycle impacts of our SendTech equipment from manufacturing to the use of electricity by our clients and final disposal
- activities linked to our operations such as employee air travel and commuting



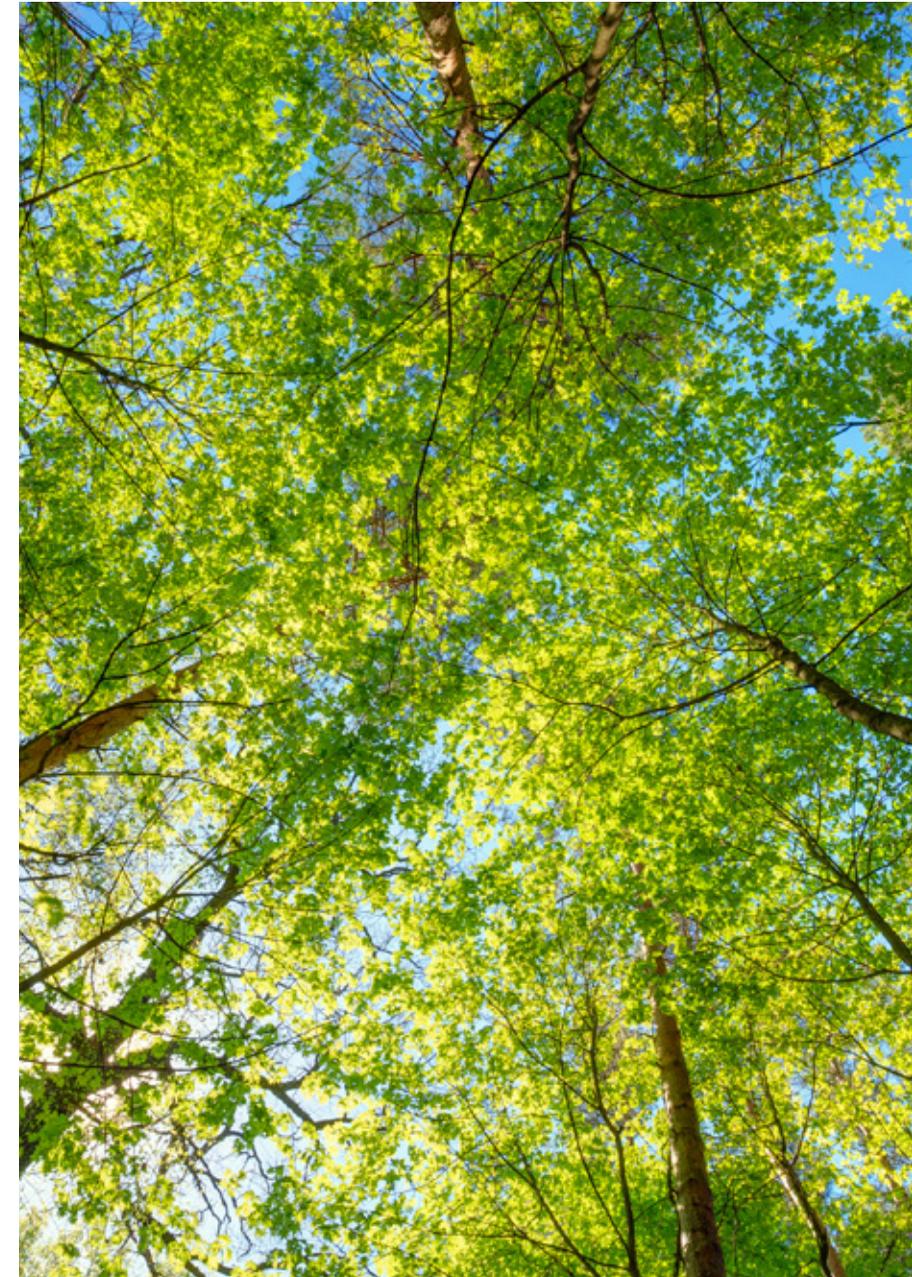
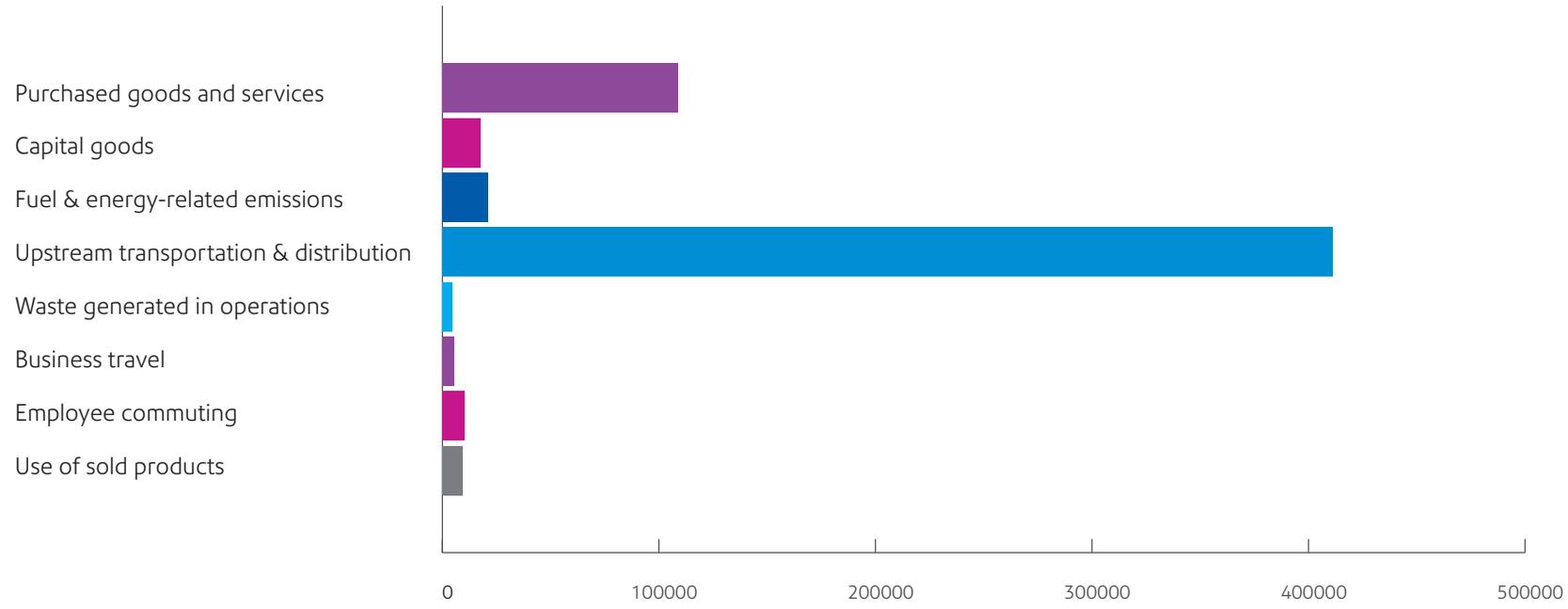
## Supporting our clients

We have been supporting our clients' need for emissions reports for many years through the CDP Supply Chain program but in 2023 we are going one step further with the planned release of our own CO2 emissions calculator to help our Global Ecommerce business clients gain a more precise understanding of the impact of their shipment through Pitney Bowes. This new tool will offer the possibility to calculate the CO2 emission of each parcel US domestic shipment through the PB network. This important piece of data will enable our clients to gain greater accuracy for their own scope 3 report. By giving our clients the right tools, Pitney Bowes is contributing to our clients' sustainability programs.

# Scope 1, 2 and 3 of Pitney Bowes

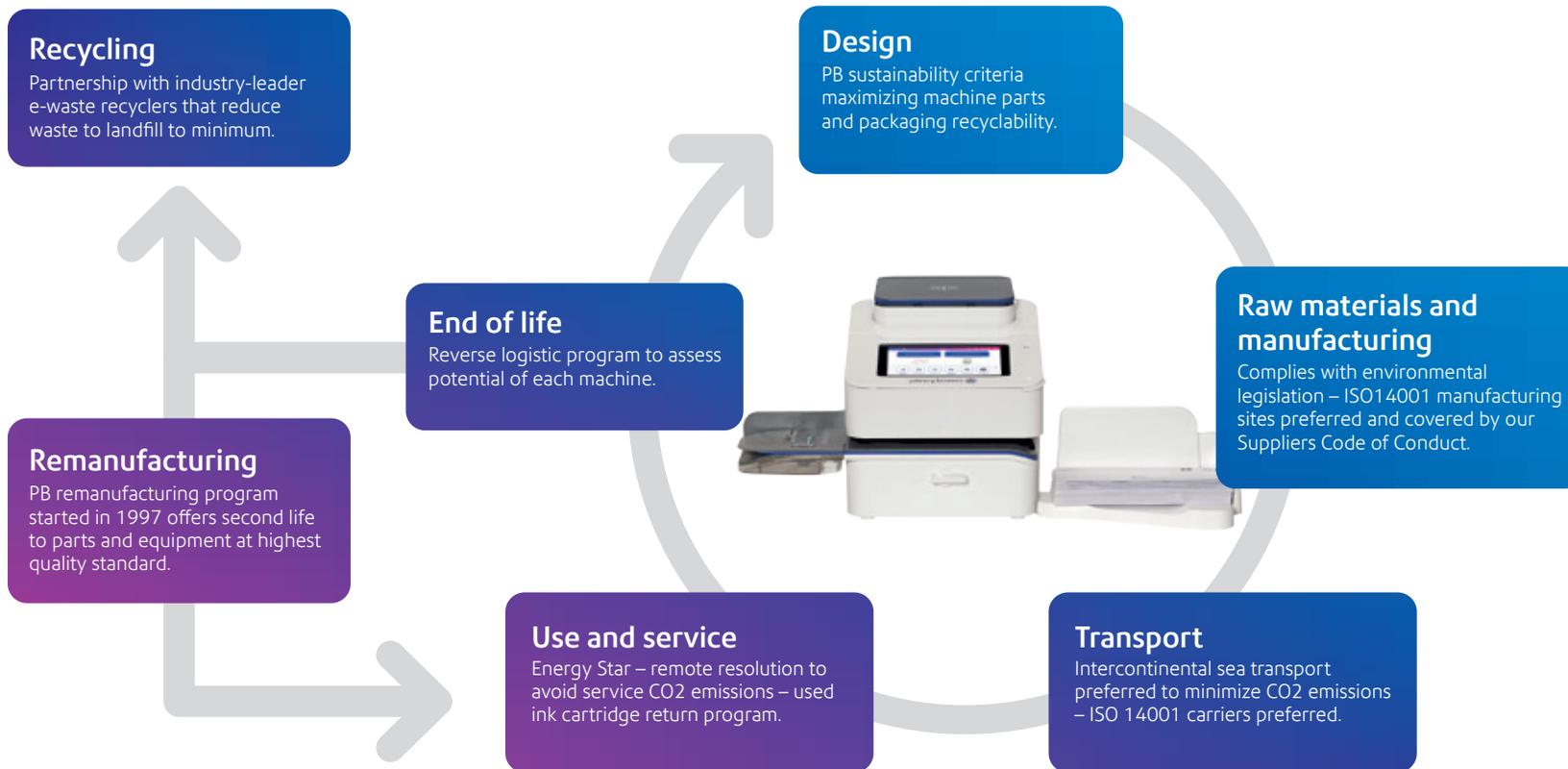


## Relevant Scope 3 GHG emissions by category



# Reducing the environmental impact of our products

## The Pitney Bowes sustainable sending solution



## Sustainable life cycle of our products

We provide clients with a variety of equipment to facilitate mailing and shipping. We work to reduce the environmental impact of these products throughout their life cycle, from initial concept through manufacturing, transport, use, remanufacture, reuse and end-of-life recycling.

## Energy-saving product design

As an ENERGY STAR® Partner, we offer energy-efficient products backed by rigorous U.S. government environmental standards. Our SendPro family of products (SendPro MailStation, SendPro C Series, SendPro P Series and our latest SendPro MailCenter), as well as many of our digital mailing systems and imaging equipment, are Energy Star-rated. Our ground-breaking innovation PitneyShip™ Cube, the first-ever label printer with a built-in scale, is also Energy Star rated. This program helps our clients to use less electricity when using our equipment and therefore contributes to lowering CO2 emissions.

## Environmental product compliance

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

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

REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) is a European Union regulation aiming to protect human health and the environment from exposure to hazardous chemical substances. Many other countries have also developed similar legislation. For information on Pitney Bowes products that may contain any REACH Substance of Very High Concern (SVHC), contact us at EHS@pb.com. Our product compliance team reviews and approves Pitney Bowes branded chemical products to ensure they meet company safety requirements, have appropriate transport and up-to-date safety data sheets, and are properly tracked for regulatory reporting. We also collaborate with suppliers to incorporate advances in toxicology into the ways we manufacture and deliver our products.

## Sustainable procurement

Pitney Bowes has a large and complex supply chain of service providers and material manufacturers, both upstream and downstream. Understanding their environmental impacts and working in partnership to minimize them is a key component of our strategy for minimizing our own environmental impact and our campaign of surveying our suppliers as described previously is a key element of that strategy. This survey, which covered 63% of our suppliers by spend last year, addresses topics such as the reporting process on CO2 emissions of our suppliers, wherever they publicly commit on objectives for carbon neutrality and their strategy to reach their objectives. In 2022, we increased the share of CO2 emissions data provided directly by our logistics suppliers by 5%

(from 19% to 24%) compared with 2021, measured in USD spend.

Beyond that direct consultation, our Supplier Code of Conduct sets our level of expectation in terms of environmental sustainability for selecting and maintaining these relationships, and our regular dialogue, surveys and reviews help to ensure that our expectations are met. During these discussions, we can review environmental impacts that include CO2 emissions as well as industry-specific impacts such as use of natural resources and possibility to use recycled material. This is also the opportunity to promote, identify and support initiatives to minimize impacts or restore the environment, for example through nature-based solutions like planting trees.

An example from our 2022 work is the introduction of ink cartridges made with some post-consumer recycled plastic resulting in saving virgin raw material.

## ISO 14001 certification

To encourage best practices in environmental protection, we employ an environmental management system based on the globally acclaimed environmental standard ISO 14001. Our system has been accredited with the ISO 14001 certification in the UK since 1997.

## Circular economy manufacturing

Circular economy is defined by the US Environmental Protection Agency (EPA) as an economic model that keeps materials, products and services in circulation for as long as possible. Pitney Bowes has a long legacy of product remanufacturing and recycling that started

In 2022, we remanufactured more than 23,000 units and diverted more than 725,000 pounds of waste from recycling to reuse.

with our innovative site “Copier Remanufacturing Center” in 1987. Since that, we have established centers throughout the United States, Canada and Europe where clients return products for subsequent remanufacture, reuse of parts, or recycling. We continuously improve our processes and bring better, more sustainable solutions to our production environment. For example, in 2022, we invested in new production equipment that allowed us to refresh and reuse a plastic part around the screen, rather than discarding it and buying new ones. In our current remanufacturing site, Central Distribution Center (CDC) in Indiana, Pitney Bowes recovers meters at end of lease with our clients. Each one of these machines are inspected to assess their potential for remanufacturing, based on strong criteria of performance, compliance, current demand and clients’ expectations.

Machines selected for remanufacturing are dismantled; each part cleaned in our closed-loop, water-based cleaning process; and inspected individually before being reassembled into a complete machine. At the end of the process, clients are presented with Certified Pre-Owned machines meeting the highest quality standards Pitney Bowes offers.

Some parts are clearly affected by wear and tear; for example, rollers or belts can't be reused and need to be replaced. Pitney Bowes has perfected its remanufacturing process to maximize the number of parts that can be reused and is confident in its “certified pre-owned” label. On a machine such as our best-selling C-series, we typically reuse about 87% of parts by weight.

# Our green remanufacturing cycle



## Responsible packaging

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

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

We are also improving packaging used within our operation. We reuse our gaylords, the cardboard protection around pallets containing packages, and implement programs to further increase their reuse rate. As a major partner of USPS, Pitney Bowes Presort Services is fully integrating USPS reusable handling material such as trays, pallets and sleeves to minimize waste in the postal network.

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

## Minimizing the impact of waste

We are committed to sustainable waste management practices. The materials we recycle most frequently fall into the following categories: mixed recyclables, corrugated containers, and mixed electronics.

We take great care in choosing our waste partners in each country, and we give preference to organizations that have received third-party environmental accreditation, such as ISO 14001. This ensures that our waste is being handled by reputable organizations that are committed to sustainable waste management practices.

In 2022, we partnered with our waste vendors to make improvements to our data management, allowing us to develop one central location to compare each site's progress year-over-year.



At Pitney Bowes, we have three distinct types of facilities: logistics centers, offices, and remanufacturing sites. Given the unique waste streams generated by each type of facility, we ensure that we manage the waste in the most appropriate way for each.

1. Our logistics centers generate the greatest amount of waste, which is mostly made up of non-hazardous cardboard-based packaging and plastic shrink-wrap. We prioritize the reuse of our pallets within our operations and encourage our clients to return them to us to reduce waste. Any cardboard that cannot be efficiently reused is disposed of using our integrated corrugated baling equipment and recycling platforms, which are located in our Global Ecommerce business unit where the usage of corrugated materials is particularly high. In 2022, the volume of recycled cardboard processed through these on-site capabilities nearly doubled over the prior year. Over the year, we recovered 4,202 tons of corrugated cardboard. Cardboard is one of our largest generated waste materials, therefore, we've increased our onsite cardboard recycling capabilities through acquisition of more balers. This program recycled 1,745 tons of corrugated cardboard in 2021, and then increased to 3,087 tons in 2022.

2. Our offices generate modest quantities of waste associated with the use of paper, computers and associated consumables. We minimize their environmental impacts through local recycling initiatives. We only collect data on office sites where we control the waste collection.

3. Our remanufacturing site is the second-largest generator of waste. At this site, we receive equipment at the end of client leases for remanufacturing, in line with our commitment to the circular economy. The waste generated is primarily electronic, plastic, and metal. To responsibly manage this waste, we dismantle parts and machines to the lowest component possible to facilitate the segregation and appropriate treatment of different types of

waste. We work with responsible recyclers who use physical sortation, mechanical grinding, and other processes to separate materials by type, such as ferrous or non-ferrous metals, plastics, and electronics. We strive to recycle as much waste as possible to be used as recycled raw material. This helps us save energy and resources compared to extracting virgin raw material. If recycling is not possible, we consider energy recovery processes to treat the waste, but we aim to send zero waste to landfill.

### Our diversion rate representing the total recycled waste compared with total waste is of 53%.

Our day-to-day operations produce very little quantity of hazardous waste. Our engineering research and development team produces a small quantity, for example solvent or aerosols. Each site produces some waste under the EPA category "universal waste" like lamps or batteries commonly generated by a wide variety of establishments to promote their collection and recycling. These are not included in our hazardous waste categories but in other corresponding categories for reporting, in line with EPA regulations.

This excludes hazardous waste disposed of by Pitney Bowes in the name of our clients, for example unwanted items stranded in our logistics network but legally owned by third-parties.

This also excludes hazardous waste resulting from historical remediation operations resulting from legacy operations.

## 4,202 tons of cardboard

Cardboard is one of our largest generated waste materials, therefore, we've increased our onsite cardboard recycling capabilities through acquisition of more balers.

This program alone recycled 1,745 tons of corrugated cardboard in 2021, and then increased to 3,087 tons in 2022.



# Sustainability performance of PitneyShip™ Cube packaging



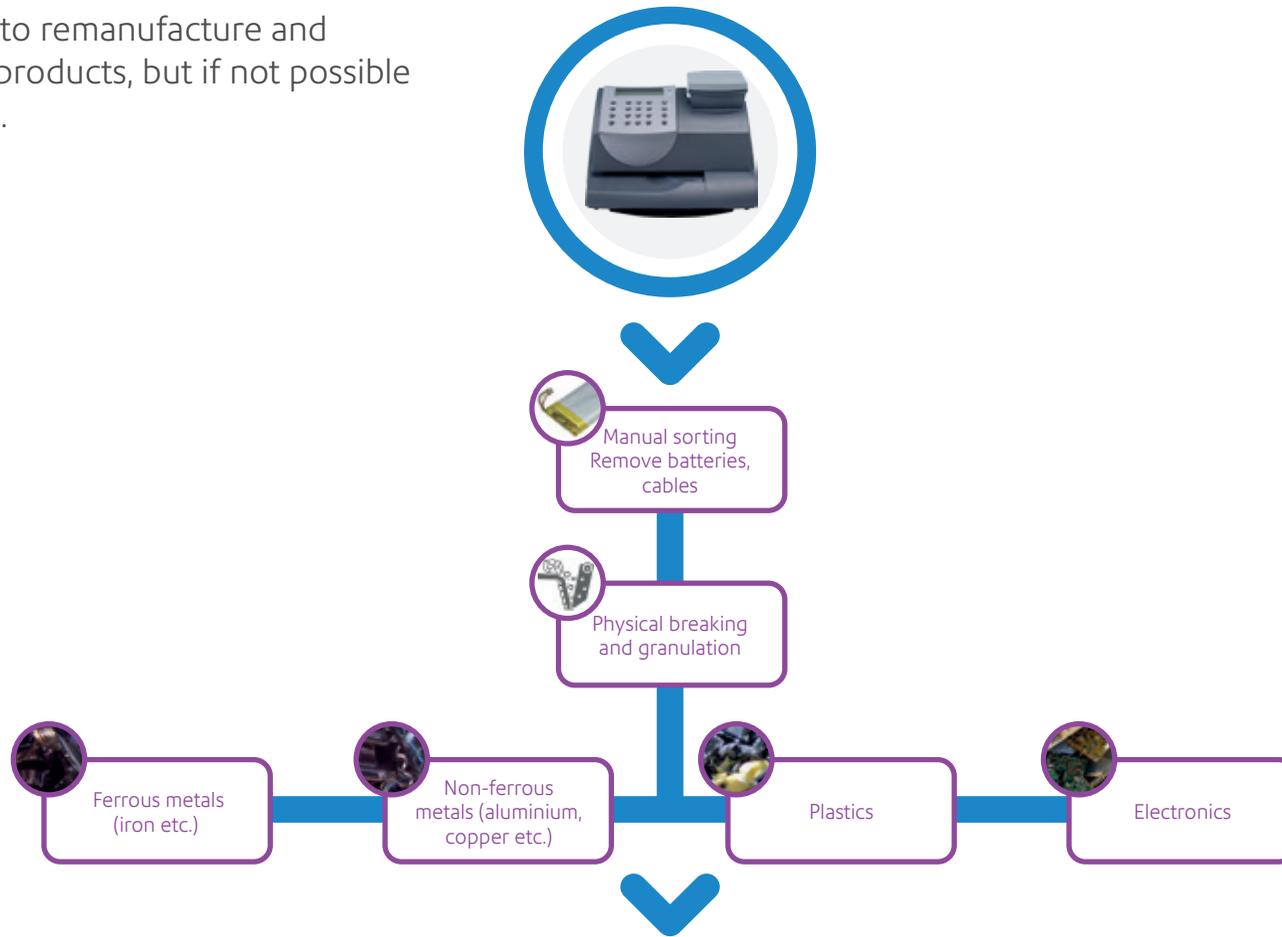
# Recyclables

Overall, in 2022, we recovered 4,202 tons of corrugated cardboard, 2,086 tons of electronic waste, and 1,036 tons of mixed recyclables.



## Recovery of recycled raw materials at the end of life of our shipping and mailing equipment

We prefer to remanufacture and reuse our products, but if not possible we recycle.



**Recycled raw material sold to replace virgin raw material  
- net CO2 gain vs extracting new material**

## Recycling ink cartridges

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

## Water usage

At our remanufacturing operations, we thoroughly clean parts that are identified as reusable using a water-based solution. To minimize our water usage, we operate in a closed circuit and reuse water as much as possible. However, due to the nature of our equipment, the wastewater generated is often colored from the ink contained in our print-engines. To ensure responsible waste management, we capture this wastewater and send it to specialized contractors for treatment.

Additionally, we use water to manufacture our sealing solution, E-Z Seal®, on the same site. While we recognize that these uses of water have some environmental impact, we do not consider it significant. Moreover, our facility is located in an area with low water stress, and we take steps to ensure that we use water responsibly and minimize waste.

More and more parts of the world are facing water shortage issues and it is important to contribute to better management of this valuable common resource. This is why we are now reporting on new water metrics from this year on.

# Environmental performance

## Company performance

	2017	2018	2019	2020	2021	2022
Scope 1 (metric tons CO <sub>2</sub> e)	27,273	28,660	30,478	34,211	40,614	45,060
Scope 2 location-based (metric tons CO <sub>2</sub> e)	48,723	47,924	41,241	35,368	30,620	32,724
Scope 2 market-based (metric tons CO <sub>2</sub> e)	61,681	39,537	37,958	34,177	22,921	18,011
Absolute emissions: Scope 1 and 2 emissions market based (metric tons CO <sub>2</sub> e)	88,954	68,197	68,436	68,388	63,535	63,071
Total revenue (M\$)	2,784	3,212	3,205	3,554	3,674	3,538
Intensity ratio of company efficiency: Scope 1 and 2 emissions market-based per revenue (MTCO <sub>2</sub> e/\$M revenue)	31.95	21.23	21.35	19.24	17.29	17.83
Scope 3						
Purchased goods and services					131,107	108,907
Capital goods					31,871	17,527
Fuel- and energy-related activities					20,363	21,270
Upstream transportation and distribution					481,071	411,108
Waste generated in operations					3,316	4,654
Business travel					3,671	5,454
Employee commuting					10,377	10,079
Upstream leased asset					Not relevant	Not relevant
Downstream transportation and distribution					Not relevant	Not relevant
Processing of sold products					Not relevant	Not relevant

## Environmental performance

### Company performance continued

	2017	2018	2019	2020	2021	2022
Use of sold products					12,894	9,310
End-of-life treatment of sold products					Not relevant	Not relevant
Downstream leased assets					Not relevant	Not relevant
Franchises					Not relevant	Not relevant
Investments					Not relevant	Not relevant
Scope 3 total (metric tons CO <sub>2</sub> e)					694,670	588,309
Total direct and indirect emissions of carbon dioxide MTCE (scope 1, 2 and 3)					758,205	651,380

### Sites performance

	2017	2018	2019	2020	2021	2022
Sites area (calendar normalized sqft)	5,919,046	7,249,251	6,802,827	8,006,252	7,818,621	7,907,448
Intensity ratio of site efficiency: Scope 2 market-based emissions per thousand sqft (MTCO <sub>2</sub> e / 000's sqft)	10.42	5.45	5.58	4.27	2.93	2.28
Intensity ratio of site efficiency: Scope 1 (natural gas and fuel oil and refrigerant) + scope 2 market-based emissions per thousand sqft (MTCO <sub>2</sub> e / 000's sqft)	10.82	5.96	6.15	4.72	3.61	3.02

## Energy sourcing performance

	2017	2018	2019	2020	2021	2022
Total consumption of purchased or acquired electricity (MWh)	115,600	116,295	102,341	90,583	84,565	86,780
Total bundled REC (MWh)				4,493	21,399	31,688
Total unbundled REC (MWh)				5,882	3,694	6,252
Percentage of renewable electricity sourced through REC *				11.5 percent	29.7 percent	43.7 percent

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

## Fleet performance

	2017	2018	2019	2020	2021	2022
Scope 1 CO2 emissions from mobile sources – B2, B20, diesel, E85, E100, LNG, Methanol, Propane and gasoline (MTCO2e)	24,923	24,998	26,628	30,572	35,281	39,157
Vehicle Fuel Usage – Total Diesel & Gasoline (gallons*)	2,419,031	2,447,232	2,603,767	2,980,880	3,425,426	3,868,974
Intensity ratios of fleet efficiency						
Miles Per Gallons (MPG*) fuel consumption of tractors			6.2	7.6	8.06	9.24
Miles Per Gallons (MPG*) fuel consumption of straight trucks			10	10.3	10.66	12.67
Miles Per Gallons (MPG*) fuel consumption of Van Diesel				14.5	23.76	28.04
Miles Per Gallons (MPG*) fuel consumption of Van Gas			9.8	9.8	15.22	15.03
Average manufacturer CO2 emissions of personal vehicles (gCO2/km) **					152	150

\* US gallons and MPG

\*\* CO2 emissions of personal vehicles unit of measurement changed in 2021 from US MPG to gCO2/km to allow for the arrival of electric cars in our fleet

## Remanufacturing

	2017	2018	2019	2020	2021	2022
Number of units	-	-	-	-	20,569	23,329
Total weight (tons)	-	-	-	-	312	329

## Water usage

	2017	2018	2019	2020	2021	2022
% of site covered by water data	-	-	-	-	-	17
% of sqft covered by water data						42
Water usage (Gal)						17,020,000
Water usage per sqft of covered site (Gal/SQFT)						5.1

## Recyclables 2022

	Recyclables	Total (t)
Non-hazardous waste not recycled	Municipal Solid Waste (Trash)*	6,382
Non-hazardous waste recycled	Cardboard	4,202
	Electronics	2,086
	Mixed recyclables	1,036
<b>Total recycled</b>		<b>7,324</b>
Hazardous waste	Engineering research and development (incinerated)	0.1
<b>Total waste generated</b> Trash, recycling and hazardous		<b>13,707</b>
<b>Waste diversion rate</b>		<b>53%</b>
<b>Waste intensity ratio:</b> Total waste generated T per \$M revenue		<b>3.87</b>

# Social

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## In this section

- Our team's journey
  - Diversity, inclusion and employee engagement
  - Recruitment and development
  - Safety
  - Health and wellness
- Responsible sourcing
- Client experience
- Community impacts



# Our team's journey

Our culture is evident in all aspects of our company – in how we collaborate, treat each other and deliver for all our stakeholders.

Guiding our decisions at every level – individually and collectively – is our value of doing the right thing, the right way. By living this core value, we foster a diverse, inclusive and innovative workplace where the unique life experiences, perspectives and contributions of all employees are valued in a safe and supportive environment.

In this section, we highlight our global team and our purposeful approach to diversity and inclusion, employee engagement, recruitment, development, safety, and employee benefits, health and wellness that has created a thriving workplace where our employees can flourish and reach their full potential.

**49%**  
of our US population are people of color

**43%**  
of our global population are women

**Athletic trainer on site at facility, planning to expand to more**

**48 locations in 4 countries** held onsite walk events in the same day accomplishing over **27 million steps** collectively

Employee engagement survey

Employee participation rates **8% above** global high-performing companies

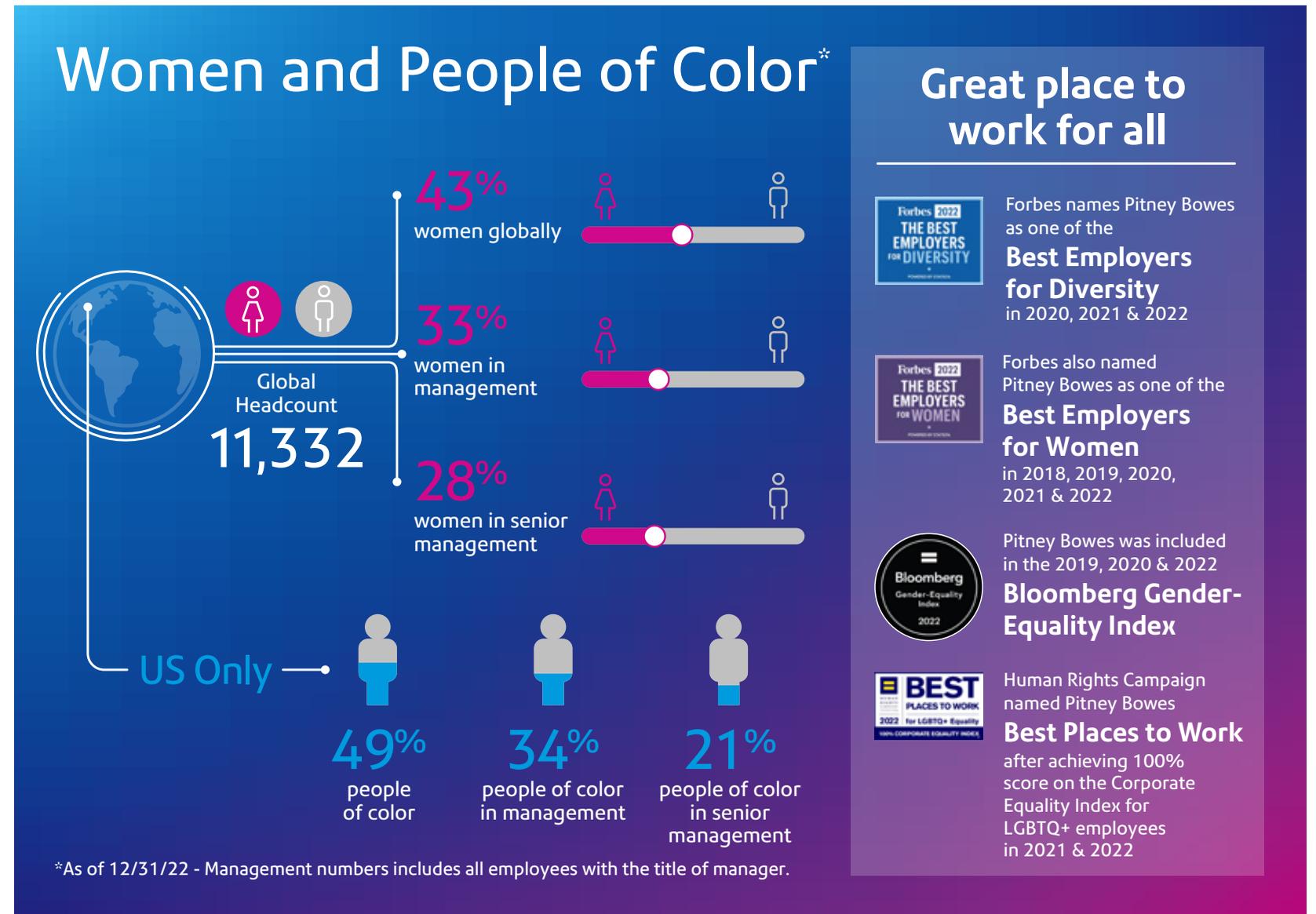
"Diversity and Inclusion" category results **5% above** global high-performing companies



# Diversity, inclusion and employee engagement

For nearly a century, Diversity, Inclusion, and Engagement have played an integral role in our team’s journey to sustained excellence and exceptional performance. We believe that it is fundamental to create long-term value, and we are constantly striving to improve and expand upon our efforts.

Pitney Bowes is a human-centered company. We celebrate the rich mix of attributes and factors that impact the identities and experiences of our global team. Our approach to diversity and inclusion acknowledges our common humanity, while embracing the distinctions that contribute to our individuality.



*“The reason that I am focused on being an ally, on being supportive, is because diversity of thought, experience, and perspective are critical for us, as they are in any company, but certainly here at Pitney Bowes.”*



**Jason Dies**  
Group President, SendTech Solutions  
& Presort Services

*“We live and operate in increasingly a global environment. Our ability to include everyone, and then to allow them to really bring their true self to a place of work and to contribute authentically is a value enabler for corporations.”*



**Christopher Johnson**  
Senior Vice President and President,  
Global Financial Services

## Importance of culture

We understand there is a definitive connection between culture and performance. It is why our Board of Directors reviews the company’s culture on an annual basis. That is also why we have been intentional in embedding a diversity and inclusion lens as a fundamental component of our culture and business agenda. It is important to build and sustain the values and behaviors that support and encourage an understanding of diversity and inclusive behaviors throughout our employees’ journey. From recruitment to learning and development, and promotion to succession pipelines, diversity and inclusion are part of the way we manage our human capital.

Our diversity and inclusion learning strategy includes training that we develop to advance inclusive behavior and leadership, external training that aligns with our culture, and knowledge sessions led by the diversity and inclusion team for various employees. In 2022, we completed the next phase of the global roll out of our 3-part Inclusive Leadership program. It was designed to help managers and employees build stronger teams through understanding, embracing and leveraging differences. We also offer customized knowledge sessions for internal teams and groups upon request to engage in conversation about our history, our strategy and our practices. We believe that our learning strategy is a critical element as we seek to create and sustain an inclusive and safe environment in which all employees are respected and valued and have the opportunity to thrive.

## Caregivers

Navigating work and caregiving has always been a challenge for workers and it became even more complicated during the global pandemic. We continued to provide caregiver-friendly benefits such as subsidized back-up care along with information and resources. Our pilot Pitney Bowes Caregiver Assurance Network (PBCAN) also continued to provide information, best practices and resources, through articles, a webinar on PB Benefits for Caregivers, as well as a webinar and tip sheet on managing care giver stress.

## Generation

We are striving to create an all-generation workforce at Pitney Bowes in which everyone can grow and thrive at each stage of their career. The mix of generational talents and experiences enhances our market responsiveness and our ability to solve problems and take advantage of opportunities. We provide training, opportunities and experiences throughout our employees’ careers and across generations so they can make meaningful contributions and develop to their full potential. We partner with our Talent Acquisition team to identify and implement opportunities to bring in diverse talent at all stages of their career, as well as partner with our Learning and Development team to help ensure that our programs reflect the needs of our talent. This includes knowledge sessions for Interns, the Sprint Development program and Rising Stars Development programs to name a few. For more information on our learning opportunities for all generations, please see the recruitment and development section.

## LGBTQ+

Our LGBTQ+ Advisory Council provides insights and advocacy on ways to continue fostering inclusion of our LGBTQ+-identified and allied teammates. The Council helps identify and explore the development of best practices and activities ranging from inclusive benefits to planning events like Pride Month and researching ways to increase partnerships with LGBTQ+-owned businesses. In 2022, the Council also designed and helped implement a strategy and communications protocol to assist transitioning employees, their managers and their colleagues. The Council successfully advocated for a significant enhancement of Family Formation Benefits, and more LGBTQ+ inclusive language for our [Business Practice Guidelines](#). They also collaborated with the legal team on the adoption of a more inclusive restroom policy and partnered with the Total Rewards team on the development of a more inclusive benefits guide.

PBPRIDE is the Council's inclusion network for LGBTQ+ identified, allied or simply those who want to learn more. It aims to foster LGBTQ+ inclusivity, raise visibility and generate awareness around LGBTQ+ matters through meaningful dialogue, support and action. We are proud to report that in 2022, we maintained our 100% rating on the Human Rights Campaign's Corporate Equality Index for Best Employers for LGBTQ+. Our focus has been, and will continue to be, to build on our legacy and pursue intentional diversity and inclusion in our hiring and management practices.

The company's Pride celebration continues to be one of the year's highlights with robust programming, a company Pride store, educational communication, and participation in job fairs.

## Mental wellness

We understand that Mental Wellbeing is an intersectional diversity attribute that cuts across all the ways an individual might identify by culture, generation, gender, or ethnicity/race to name a few. We are working closely with the Mental Wellbeing Committee to increase our employees' understanding and support skills around mental health. We have highlighted the intersectional nature of mental wellbeing through webinars on the mental health impact of non-inclusive behavior, particularly on people of color, as well as the stress associated with caregiving and techniques to manage it. See the health and wellness section for more information.

*"Our 2022 Theme: Pride & Purpose reflects the space that we have created for each other to identify and express ourselves proudly while continuing to stand for equality and inclusion for all."*



**Brett Young**  
Regional Operations Excellence Manager



## Celebrating people of color

We believe there is one race—the human race. While skin color is just one aspect of an individual's identity, research has shown it can have a disproportionate impact on multiple areas of life in countries around the world, for example in the U.S. to those who identify as African American, Black or as part of the African diaspora.

Our commitment to diversity started with a focus on equitable access to employment opportunities for African Americans in the 1940s and we have continued to move forward with purpose since then to pursue intentional diversity and inclusion for all ethnicities and cultures. We are committed to an ongoing examination of our talent management policies, processes and practices to create an inclusive environment that provides opportunity and advancement for all.

As of December 31, 2022, people of color comprise 49 percent of Pitney Bowes U.S. workforce, 34 percent of management and 21 percent of senior management. We have had people of color on our Board of Directors since the early 1980s, including Sheila Stamps who joined in 2020 and Darrell Thomas who joined in early 2023.

Pitney Bowes celebrates the contributions of people of color year-round. We use commemorative occasions such as Black History Month, Asian American and Pacific Islanders (AAPI) Heritage Month and Hispanic Heritage Month to enhance understanding of the history, culture and contributions of communities and teammates of color. We raise awareness and appreciation through fun learning activities that expose employees to relevant history; identifying resources such as books, podcasts and movies. We create events that showcase the voices and perspectives of employees and experts. During Black History Month, for example,

we featured written and video profiles of employee leaders, and webinars that explored the history of African American cuisine and strategies for a healthy lifestyle, movement and meditation, and the impact of bias on mental wellness. Similarly, during AAPI Heritage Month several employees shared their stories on the employee portal and during Hispanic Heritage Month we developed a series of profiles on the career journeys of employees and offered a webinar featuring the stories and perspectives of employees that identify with multiple countries where Spanish is spoken.

We also engage with national organizations such as The CEO Action for Diversity & Inclusion, the largest CEO-driven business commitment to advance diversity and inclusion in the workplace, and The Business Roundtable (BRT), an organization of CEOs, where we engage in the activities of the Business & Education and Racial Equity & Justice Committees as well as their Chief Diversity Officers Working Group to support opportunity and equity for employees and communities.

*"I encourage everyone to take time to listen, to put yourselves in other people's shoes and experiences, and to embrace them because only then will we create a more inclusive society and environment."*



**Ana Chadwick,**  
Executive Vice President and Chief  
Financial Officer



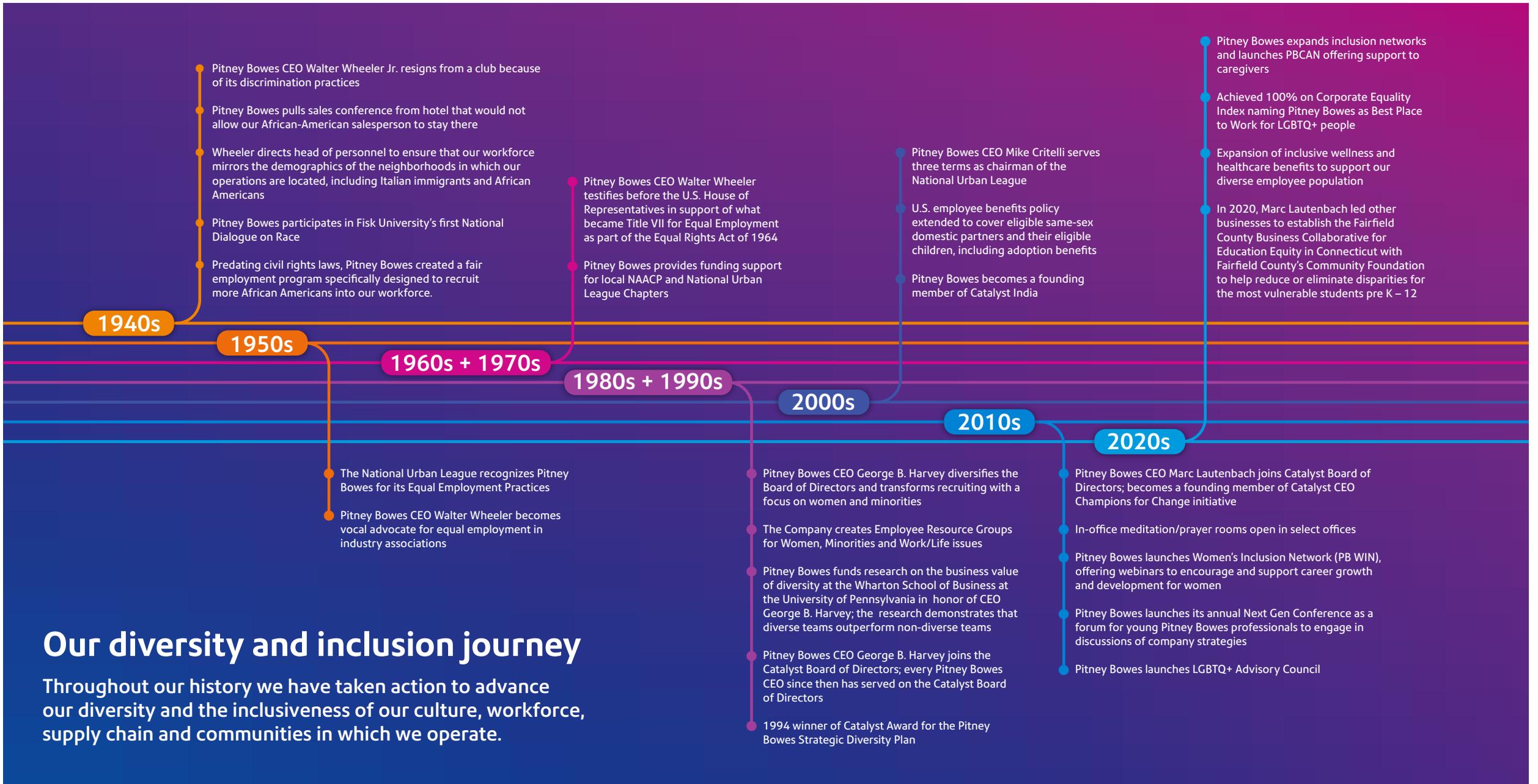
*"We should all be holding the door open for each other and it shouldn't have to be another African American person or LGBTQ+ person holding the door open. This metaphorical door should be left open by all so everyone can walk through without feeling like they need to leave it open for the next person who looks like them. It should just really be an inclusive environment for all of us."*



**Cassandra Gordon**  
Director of Financial Solutions,  
Financial Services

# Our diversity and inclusion journey

Throughout our history we have taken action to advance our diversity and the inclusiveness of our culture, workforce, supply chain and communities in which we operate.





## People with disabilities

We work with a variety of partners to help us employ people with disabilities and connect with the disabled community.

The Able Trust, for example is an organization dedicated to helping Floridians with disabilities of all ages enter the workforce and achieve their goals for employment and independence. This year, we participated in the Able Trust Project Competition, which provides high school students with disabilities the opportunity to explore jobs and post-secondary education, setting them up for a successful career. We also partner with the Council of State Administrators of Vocational Rehabilitation, DisabilityIn, and DiversityJobs.com as we look to recruit new employees, source diverse suppliers and support the disabled community.

Employee of the Year by CAREERS & the DISABLED Magazine in 2022



Clare Hartman-Gutowski ,  
Senior Director, Client Experience & Communications

*“The opportunities Pitney Bowes has given to me to work across business units, functional areas and geographies has enabled me to grow personally and professionally and contribute to the success of Pitney Bowes throughout my 20+ year career.”*



Clare Hartman-Gutowski  
Senior Director, Client Experience & Communications

## Veterans

Successful teams are built on collaboration, and military service is a prime example of its power. We recognize the value of veterans because they embody the same core qualities of integrity, commitment and grit that we value in serving our clients.

Our Careers at PB site on pb.com offers a military skills translator to help veterans identify opportunities at Pitney Bowes. We celebrate veterans internally with a video Hall of Honor highlighting their contributions to our success. We also seek to include veteran-owned businesses in our supplier network.

In 2022 we lifted the voices of Veteran employees throughout November in both public and internal employee spotlights. We recognize it is important to include the voices of our employees who are veterans as well as attract more of this highly skilled talent to our workforce.

*"Being in the Marines for 13-1/2 years taught me the following values: discipline, respect, leadership and to always give 150% in everything I do. At Pitney Bowes, I bring those values every day."*



**Arthur Ramirez**  
CDL Driver

## Refugees

In partnership with the Business RoundTable, we were able to identify and leverage a network of career counselors seeking to connect refugees with employment opportunities. Through this network, we supplied job descriptions that were translated into multiple languages. As a result, we were successful in hiring and we will continue to work with the network to hire other qualified individuals.

## Women

Throughout the year, we commemorate the achievements of women in our workplace who serve our clients, create value, and drive innovation. We have a longstanding history of experiencing the profound impact of women in our workforce. Women have held top-level positions in our major businesses and functional areas for over 30 years. Women make up 50 percent of our Independent Directors of the Pitney Bowes Board, the Chair of the Board is a woman, and three of the four Committees of the Board are chaired by women. Women are 43 percent of the Pitney Bowes global workforce, 33 percent of management and 28 percent of senior management.

We created our first Women's Resources Group in the late 1980s. Today, the Pitney Bowes Women's Inclusion Network (PBWIN) supports the growth and advancement of women in the company. The PBWIN Core Team identifies and creates opportunities to raise awareness and advocacy for women, as well as for women to self-reflect and grow. We believe it is important for all to be engaged in the conversation and work of inclusion so participation in the Core Team and all network events is open to employees of all gender identities and expressions.

PBWIN helps lead our celebration of women during Women's History Month. In 2022, they produced a series of interviews with women around the world, a session with a panel of women from different countries, and a livestreamed conversation on leadership led by our CEO Marc Lautenbach which featured three of the women on our Board of Directors. PBWIN also hosted a livestreamed series on leadership which included conversations with senior leaders who shared their professional journey and lessons learned along the way. Designed to show that there isn't a prescribed path to leadership at Pitney Bowes, the series provided practical advice on growth and development, while showcasing a variety of experiences and diversity of thought, background, culture, gender identification and orientation, age and race/ethnicity.

*"It is important to recognize and celebrate the contributions of women in all our diversity and for us all to remember sacrifices made by women, for women to help make the world a more inclusive place...It is not about gender, religion, or ethnicity. Focus on performance as this is what really matters...and this mindset will help you go far. This is what has helped me to date."*



**Andrea Taposu**  
HR Manager, Germany/Poland

# Diversity and inclusion around the world

Pitney Bowes is a global company and as such we seek to ensure that our steadfast commitment to a culture that is intentionally diverse and inclusive is evident around the world. While we are cognizant that the focus on diverse attributes and communities may vary locally, our global strategy provides a common framework for all of the work. The activities maintain a local flavor while moving us toward a common goal of increased inclusion and belonging for all. For example, during Women's History Month in 2022 which we themed "PB Wins with Women Around the World": in the U.S. we had a panel discussion of women from multiple countries, in Brazil there was a series of "Women In" webinars on science, politics, leadership and innovation, in Japan and Australia there was a roundtable discussion among women, and in the U.K. there was participation in the Menopause Café program series, all focused on advancing the visibility, raising the voices and advocacy for women, but all executed in different ways in accordance with market needs. As part of our diversity and inclusion training strategy we also developed and rolled out a global version of our three-part program on Inclusive Leadership in all of the countries in which we operate.

*"I fundamentally believe that as a company, we make better decisions if we bring more people with diverse backgrounds and viewpoints to the party and then actually listen to them as we make decisions and debate...It is extremely important to be more inclusive because ultimately that will lead us to better solutions."*



**Christoph Stehmann**  
Executive Vice President, International  
SendTech Solutions

## Australia and New Zealand

In Australia and New Zealand we demonstrate our ongoing commitment to creating a more inclusive and diverse workspace in a number of ways, including using information, communication, recruitment, and language. Our diversity and inclusion metrics and activities continue to be standing agenda items for all quarterly business reviews and leadership meetings. With employees we focus on communicating about the underlying value and importance of diversity and inclusion and organizing celebrations, days of recognition or awareness. One of these activities is International Food Day where team members prepare food and share the story of their culture and traditions through their food.

*"ANZ profits from a more diverse, inclusive community and team. By having an understanding of and being accommodating of each other and celebrating our differences, we focus on coming together for the common good"*



**Anthony Woods**  
Manager, Human Resources



**Employees in Australia and New Zealand celebrated cultural differences through food and their stories on what they themed International Food Day. From left to right: Tushar Sharma (India), Sanka Magedara (Sri Lanka), Samuel Labib (Egypt), Bhoomi Gandhi (India), back Stephen Darracott (England), Alfredo Espino (Mexico), and Susan Denyer (Australia).**

## Brazil

In Brazil, we offered year-round programming that spans several minority groups and diversity inclusion efforts. Our employees were invited to identify into groups based on affinities. We created events to share information and interact with employees on topics including people of color, women, LGBTQ+, immigration, well-being, engagement, cultural and spiritual celebrations. Brazil was also recognized as a Best Place to Work.

Some of this region's programming included:

- A D&I focused learning & leadership development program
- A webinar series "Happy International Women's Day" for Women's history month



Brazil created an "Our Way of Being #PB" program. Pictured here are Samuel Caparrotti, Christiane Suringar, Fabio Lourenço, Juliana Santos, Rodrigo Melo, Leticia Cesar, Fabio Alves, Emerson Patriali, Mauricio Marinho, Sidney Pereira, Daniela Rocha, Moises White, Caroline Soares, Murilo Namura, and Marcel Cordeiro.

- A wellbeing campaign focusing on mind and body wellness
- LGBTQ+ education, a Pride recognition and celebration, and a transgender awareness campaign
- Support and recognition of Democracy "Dia Internacional da Democracia"

## Germany

Our diversity & inclusion efforts in 2022 included participation in the Global Inclusive Leadership training developed by the company, and for Women's History Month we offered a webinar and one of our employees was featured in the global employee spotlight for "PB Wins with Women Around the World".

## India

In India, we hosted a variety of Diversity and Inclusion programming in 2022. Some of the examples of new initiatives this year included:

- DEI Month programming to commemorate our commitment to creating an inclusive and equitable workplace for ALL. Some of the initiatives we celebrated included a returnship program, a Women in Leadership panel discussion, a diversity recruitment drive, and an employee spotlight series.
- Women's Health and Wellness Initiatives, such as Privacy-Aware Breast Cancer Screening, Gynecology Consultation Session and Webinar on Polycystic Ovary Syndrome.

- Celebrating LGBTQ+ allyship with a Virtual Pride Tête-a-Tête, titled, '*India Pride, Together with Pride & Purpose*', video interviews and a diversity Recruitment Drive aimed at women in the LGBTQ+ community.
- Continued with programs such as I for Intersectionality, DIBE (Diversity, Inclusion, Belonging, Equity) and Mayeri 2.0.
- Recognized as a Best Companies to Work For by Great Place to Work.



Pictured on the left are the panelists in the Virtual Pride Tête-a-Tête in India, titled, 'India Pride, Together with Pride & Purpose: Ruchi Bhalla Vice President, Global Talent Management; Polly Morrow, Senior Program Manager, Global Corporate Citizenship & Philanthropy, Vice President, Pitney Bowes Foundation, Vice President, Pitney Bowes Relief Fund; and Rustin Tonn, Sr. Manager Global Diversity, Inclusion and Engagement, LGBTQ+ Council Chair. Pictured on the right is the logo for India's "I for Intersectionality" program, where employees are invited to share their intersectionality stories, or "I-Tale," of how they have overcome challenges to succeed in the workplace.

## Japan

We raised the visibility and advanced the Diversity and Inclusion discussion in a variety of ways. Our goal was to recognize differences and embrace new ideas and innovate together.

Activities included:

- Kicked off Diversity and Inclusion team and charter with the global head of D&I as guest speaker, an Alliance Panel and roundtable, and a discussion at the kickoff meeting
- Manager coaching sessions
- Roundtable discussion with ANZ women and the leadership team
- Participated in the Global Inclusive Leadership training program developed by the company

## United Kingdom and Ireland

Diversity and Inclusion is a key focus for the UK&I team. In 2022 an all-employee committee was launched to increase awareness of D&I within the communities we live and work. This committee is known as the Inclusion Wellbeing and Knowledge sharing community led by employees, for employees. The entire UK&I organization comes together quarterly to discuss concepts of diversity, such as the female work experience, LGBTQ+, ethnicity, and neurodiversity. These meetings have included well regarded external guest speakers as well as wellbeing sessions and business updates.

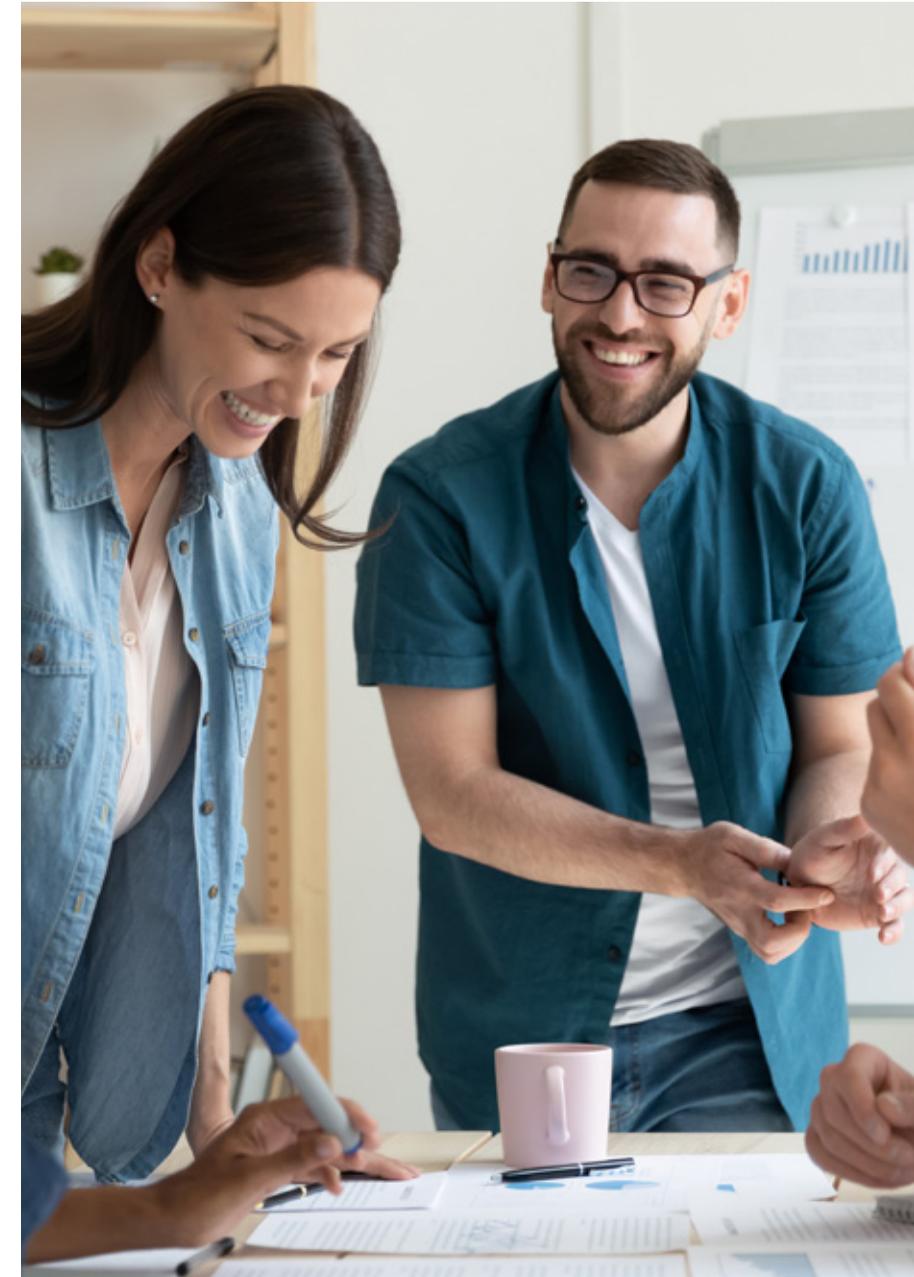
We encourage full participation and make operational changes to facilitate this such as closing telephone lines. In addition we also have an active Menopause Café which meets regularly. We also have a newly formed neurodiversity committee and hope to grow this in 2023.

As an ongoing commitment to diversifying our workforce we now advertise all our opportunities on a number of diverse job platforms.

The UK&I team celebrated PRIDE in June. They were joined at their all-employee LGBTQ+ inclusion event by Kellie Maloney, a hugely impactful guest speaker who shared her experience of gender reassignment and the trans community.

We also focused efforts on education, outreach and providing resources to the community, including support with our Mental Health First Aiders program, where we aim to listen and support employees without judgement.

During one of the UK's Inclusion, Wellbeing, and Knowledge Sharing Community (IWSC) sessions, Kate Muir, menopause campaigner, creator and producer explored the importance of openly discussing and challenging the narrative in relation to the Menopause.



# Engagement

At Pitney Bowes we believe that inclusion drives engagement and engagement drives performance.

We have a strategy to listen to our employees and gather input in a variety of ways including pulse surveys and an annual multi-language global employee engagement survey. The global survey covers many aspects of the employee experience with a special focus on areas we regard as strategic enablers of long-term business value: client focus, teamwork, innovation, manager effectiveness, engagement, and diversity and inclusion.

We hold ourselves accountable to higher standards by measuring our progress against our previous year's performance and comparing it to an external database of high-performing organizations, with a particular focus on our strategic enablers. Since the beginning of our multiyear business transformation, our employee engagement scores have risen steadily both on their own and in relation to the results of other high-performance companies. In 2022 our employee response rates remained above those of high performing organizations and our overall results remained high. In the strategic enabler categories, we were above the results of high-performance companies in 3 of 6 categories.

We are particularly proud that our scores in the diversity and inclusion category continue to consistently exceed high performance benchmarks in employee engagement. On an individual question level as well, we score above high performing organizations. There are two statements in particular that speak to the inclusive culture we seek to maintain at Pitney Bowes: "I can be myself without worrying about how I will be accepted" is 4% above high performing companies and "Pitney Bowes supports opportunity for all employees regardless of race/ethnic background, gender, gender identity, sexual orientation, age, disability, or other differences" is 12% above high performing companies.

We identify high-engaging managers and study their best practices to help increase the organization's ability to engage our talent and drive performance. Based on the insights gleaned from their work, we develop a variety of content such as infographics and articles to help employees and managers learn more about engagement and put company-specific best practices into action.

In addition to our annual survey, we also survey our facility-based employees in the US bi-weekly using their mobile phones. These quick one-minute surveys allow us to understand the concerns of this population in near real time and identify trends. The survey tool allows employees to provide comments as well to create better dialogue and awareness with management.

*"Engagement broadly is a multilateral responsibility. It is our responsibility to create an environment where that engagement can occur. However, it also requires broad engagement from the team."*



**Marc Lautenbach**  
President and CEO, Pitney Bowes

# Supplier diversity

In keeping with our enterprise-wide commitment to diversity and inclusion, we are committed to growing our business using diverse suppliers. We believe diverse businesses enhance our global supply base, providing innovative strategies and solutions while meeting or exceeding expectations in the areas of cost, quality and delivery.

More information can be found in the [responsible sourcing](#) section.

# Awards and recognition

## United States

Pitney Bowes commitment to diversity and inclusion has been externally recognized throughout our history, starting with a 1950 award from the National Urban League for Equal Opportunity Employment. Since then we have received many repeated honors including *Fortune's* Best Companies for Minorities (6 times starting in 1998); *Hispanic's* Top 100 Companies for Hispanics (7 times starting in 1999); *Black Enterprise's* Best Companies for Diversity (7 times in the 2000s); and *DiversityInc's* Top Companies for Diversity (5 times starting in 2001, including #1 in 2004).

### Recent recognition has included:

- *Forbes*: World's Best Employers (2021), Best Employers for Diversity (2020, 2021, 2022), America's Best Large Employers (2022), Best Employers for Women (2018, 2019, 2020, 2021)
- *Bloomberg*: Gender Equality Index (2019, 2020, 2022)
- *Human Rights Campaign*: 100 percent Corporate Equality Index (2021, 2022),
- *Women's Forum of New York*: Breakfast of Corporate Champions 2019 and 2021, for higher than average gender representation on Board of Directors – 50% women on the Board

## Asia

- Asia's Best Workplaces (Great Places to Work Institute) (2021, 2022)

## Brazil

- Great Place to Work Brasil 2022 – Melhores Empresas para Trabalhar

## India

- Top5 Companies In DivHERsity (divHERsity awards, JobsforHer 2021)
- Top5 DivHERsity Champions – Ruchi Bhalla (divHERsity awards, JobsforHer 2021)
- India's Top 20 IT Companies to Work For (Great Place to Work Institute 2020)
- Best Business Continuity Practices Award (Zinnov 2020)

- Top20 Most Innovative Practice – Women Returnee Program (divHERsity awards, JobsforHer 2019)
- Top20 Most Innovative Practice – Women Leadership Development (divHERsity awards, JobsforHer 2019)
- Top20 DivHERsity Champions – Ruchi Bhalla (divHERsity awards, JobsforHer 2019)
- India's Best Companies to Work For (Great Places to Work Institute, recognized nine times, most recently for 2022)

## United Kingdom

- Finalist for the 2021 Social Mobility Awards – Innovation
- Finalist for Not a Red Card Award 2020 (Best Mental Health Initiative, SME)
- Finalist for Working Families - Best Practice Awards
- Finalist for the 2020 Social Mobility Awards – Innovation



# Partners in diversity and inclusion

We believe the value of our own work in diversity and inclusion is compounded by partnership with other organizations with complementary missions, including:



## The Able Trust

The Able Trust is Florida's statewide leader in disability employment dedicated to expanding the employment opportunities of people with disabilities. Established by the Florida legislature to support the Florida Division of Vocational Rehabilitation (VR), The Able Trust

collaborates with Florida employers, community organizations, and career development partners to help Floridians with disabilities of all ages enter the workforce.

## Business Roundtable

This association of chief executive officers works to promote expanded opportunity for all Americans through sound public policy. Pitney Bowes CEO Marc Lautenbach is an active member; our participation includes work on its Education & Workforce Committee, Racial Equity & Justice Committee, Immigration Coordination and Chief Diversity Officers Working Group.

## Catalyst

This global nonprofit works to accelerate progress for women through workplace inclusion. Pitney Bowes was one of the first companies to join Catalyst, and every Pitney Bowes CEO since the 1990s has served on its Board of Directors. CEO Marc Lautenbach joined the Board in 2014 and has participated in the Catalyst Women on Board initiative (promoting the appointment of women to corporate boards) and Catalyst CEO Champions For Change through 2022.

## Other organizations we partner with include:

### CEO Action for Diversity and Inclusion

CEO Action for Diversity & Inclusion is the largest CEO-driven business commitment to advance diversity and inclusion in the workplace.

### Council of State Administrators of Vocational Rehabilitation

This U.S.-based organization is composed of the chief administrators of public vocational rehabilitation agencies serving individuals with physical and mental disabilities. The Council's members supervise the

rehabilitation of some 1.2 million persons with disabilities. They support the National Employment Team or the NET that works with businesses across the country, including a partnership with Pitney Bowes.

### Direct Employers

A nonprofit focused on OFCCP compliance, affirmative action/EEO, and recruitment marketing challenges.

### DiversityJobs

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

### National LGBT Chamber of Commerce "NGLCC"

The National LGBT Chamber of Commerce (NGLCC), the business voice of the LGBTQ community, is the only national advocacy organization dedicated to expanding economic opportunities for the LGBTQ business community.

### PowerToFly

This network of job boards reaches into communities of women, trans, non-binary and gender non-conforming people. We use its platform to post jobs, provide an employer branding profile and hold events. Pitney Bowes has partnered with PowerToFly since 2019.

### Women in Trucking

The Women in Trucking Association is a nonprofit dedicated to encouraging the employment of women in the trucking industry, promoting their accomplishments, and minimizing the obstacles women face in the industry.

# Recruitment and development

At Pitney Bowes, we focus on cultivating a best-in-class skills-centric approach to talent development. We achieve this through our data-driven approach to recruit talented people, tap into current employees' potential and design learning interventions and solutions that build upon their existing skills and help them develop further. We have removed barriers to employee mobility by eliminating non-essential requirements from job openings, such as requiring a college degree, where appropriate experience would be sufficient.

We take a collaborative approach to employee development, which requires a "Triangle of Accountability" between the company, the employee, and their manager. We support this approach throughout our Human Resources organization and through third-party strategic partnerships. Our ultimate goal is to help enable profitable revenue growth, while in turn enhancing our employees' performance capabilities.

In 2022, we launched Pitney Bowes University. It offers impactful learning and career experiences aligned to strategic business priorities and essential skills. Through the University, we help employees see the value in continuous learning and the importance of adopting new ways of thinking in a world that is changing rapidly. Moving forward, we intend to introduce micro-mentoring, rotational programs, specialized training offerings, and additional content for individualized development.

This past year, we also launched a digital fluency program which attracted nearly 5,000 employees. With our relevant, purpose-driven offerings, our employees continued to utilize course content in 2022. .

Our development is purposeful and nimble in response to business challenges. We have integrated evidence-informed decision-making in the areas of Global Ecommerce, Sales, Services, Client Operations, Product Launch Enablement and Leadership Development with targeted learning outcomes to justify the investment. We partner globally across the entire HR organization to embed a unified "integrated talent ecosystem" powered by our Workday Human Capital Management (HCM) platform. This is a multi-year journey that is transforming our HR function to better serve candidates and employees.

## Pitney Bowes Essential Skills

This year, during Career Empowerment week, we launched the **Pitney Bowes Essential Skills** model which allows us to create clarity around skills and behaviors needed for success by job level. These initiatives benefit our employees as they:

- Guarantee continuous education aligned with the organizational strategy, culture, and vision
- Provide a channel to promote learning to further internal employee mobility and succession
- Provide resources that align with performance expectations
- Empower employees to explore new job opportunities within the company
- Foster an inclusive culture and sense of belonging





## Leadership Academy

During 2022, we also piloted a Leadership Academy program, a 5-day in-person workshop. The Academy is designed to develop a leader's ability to lead with empathy and compassion, improve the employee experience and drive excellence for Pitney Bowes and our clients. It is intended to create a community of leaders who inspire and support each other, and it seems to be working. After implementing the program, the organization observed a decrease in attrition from participants. Based on these promising results, our objective is to have a majority of Pitney Bowes' current Global Ecommerce leaders complete the program by the end of 2024, while also ensuring all new leaders attend a Leadership Academy within their initial 120 days of onboarding.

## Core offerings

We regularly design new leadership development programs and refresh existing ones, promote our coaching, mentoring and peer-to-peer learning offerings, and identify experiential learning opportunities that will help employees apply their skills to pursue new career opportunities. Where feasible, we have embedded action-learning outcomes aligned to strategic initiatives and shared learner recommendations with key stakeholders.

To ensure that our employees are successful, we have to define what success looks like. We have profiled each job description and outlined what a career path might look like. Below are some of our core offerings:

### Team Lead Essentials

Our Team Leader role serves as a stepping-stone for hourly employees who aspire to become supervisors in the future. This program is specifically designed to help reduce turnover by providing targeted skill-building opportunities. Participants gain skills within areas such as fostering teamwork, communicating with respect, influencing without authority, resolving conflict, improving engagement and proactive retention tactics.

### Leadership Essentials for Supervisors

This standalone program is designed for newly hired or promoted supervisors who oversee hourly direct reports. The training helps participants to assess their own ability to think, act, and influence others through a personality assessment; engage in productive discussions with direct reports, peers and leaders; develop personal action plans to strengthen their people skills; and practice goal setting, coaching and time management.

## Leadership Essentials for Managers

This enterprise-wide program is designed for newly hired or promoted managers as well as for those who would like a refresher on leadership best practices. It is also available to managers who have not completed a leadership development program since acquiring their position. We offer it both as a standalone program and as a prerequisite to role-specific leadership programs.

### Site Leader Network (Lead Locally, Engage Globally)

This program identifies senior leaders to serve as site leaders in facilities with 50 or more employees, with the aim of promoting a sense of community, collaboration and vitality at our work sites. These leaders engage teams to sponsor initiatives in their communities, develop site-wide communication strategies, and gain a deeper understanding of the talent at their sites.

## High potential programs

We believe strongly in identifying and investing in high-potential talent to increase our bench strength. We achieve this by developing inclusive enterprise leaders through experiential, social and formal learning opportunities that drive business outcomes. We have four enterprise-wide High Potential programs in addition to specific leadership initiatives for individual business units:

**Sprint** is a six-month development program for individuals at the non-exempt and entry-level exempt levels of the organization. Originally launched in the Sending Technology Solutions business unit, the Sprint Program became a company-wide initiative due to its success. Sprint is a career development program designed to accelerate the leadership skills and visibility of our high potential employees. This journey includes topics

such as project management, development planning and the skills and capabilities required for frontline managers, while providing interactive access to leaders at multiple levels of the organization.

**Building Value at Pitney Bowes** is a program that educates our Senior Managers and Directors on business acumen and the importance of decision-making in business. This virtual training puts leaders into a business simulated environment in which they make real-time decisions and then witness the long-term effects of those decisions.

**Leading Other Leaders** is a new development opportunity with a capstone project for mid-level leaders to accelerate the business strategy and to practice, apply and reflect on key behaviors of Transformational, Transactional and Network Leadership, collectively referred to as Enterprise Leadership. The program's intent is to define the expectation of excellent leadership at Pitney Bowes.

Pitney Bowes also offers development opportunities for our Director-level and above executives where they are able to choose from top-rated business certificate programs hosted by a number of major universities. Through this opportunity, our leaders learn with other top executives as they address a real business challenge within their remit.

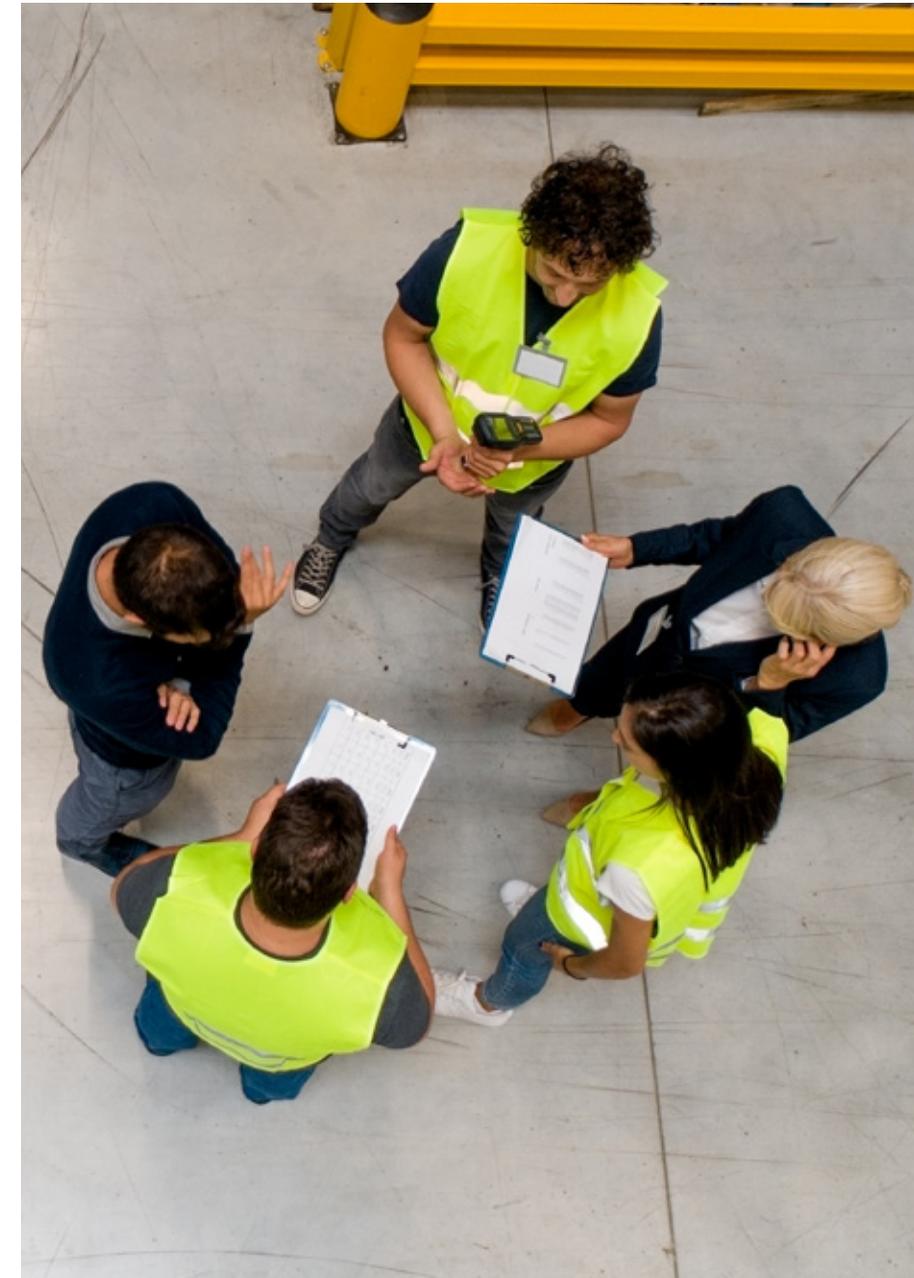
We have incorporated capstone projects within most of our programs to help our employees retain what they've learned. We are establishing alumni groups to provide peer networks where they can discuss their experiences and refine their knowledge by applying it to real-world situations. These networks will also provide access to senior leaders through informal *fireside chats*.

## Safety

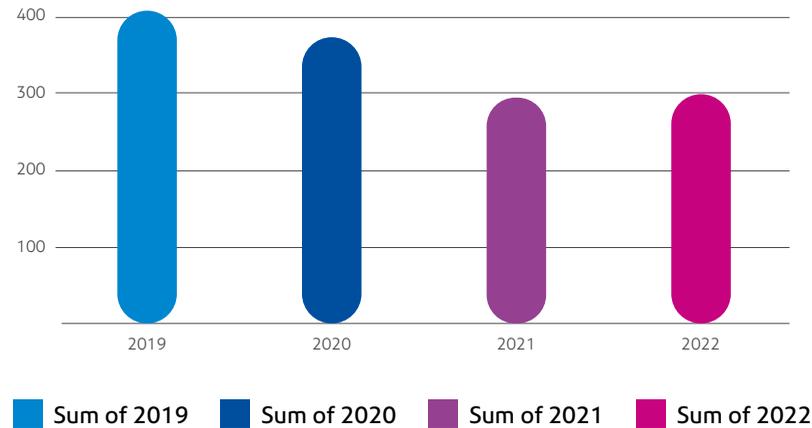
At Pitney Bowes, doing the right thing, the right way, is part of our safety culture. As such, safety compliance is a key subject for the company's Ethics and Compliance Committee when it meets with business units. Our site leadership and experienced EHS professionals work together to evaluate performance, share successes, and create projects to engage employees in safety improvements.

We have a Health and Safety Governance which defines the respective accountabilities of the subject matter experts on the Environmental Health and Safety team to provide training, set policies, and guide operations and the operational leadership to implement those policies within the sites. Within this governance framework, we benchmark our safety programs and analyze metrics and data to maintain focus on process optimization and ensure continuous improvements.

These activities enable us to identify risks, provide guidance and training, review and learn from accidents, and reduce injuries. We report regularly to local site management and senior leadership on safety metrics, trends, risks and regulatory activity. We have recently focused on governance over safety, creating a safety project management team comprised of leaders from the corporate safety team together with leaders from the operations. This group updates executive sponsors on a regular basis. In addition, the safety team has refreshed its monthly training program for operational leaders, its daily safety huddle training delivered to the individuals working in our facilities, and the monthly trainings designed specifically for the safety coordinators at each of our sites.



### Total OSHA recordable YTD 2019 | 2020 | 2021 | 2022



## Safety performance

In a survey that asked employees if they felt that they worked in a safe environment, the response was a resounding yes, with over 90 percent of employees responding that their work area, including client sites and company vehicles, is a safe place to work. Notably, that number has remained high, with over 90 percent of employees responding in the same way.

Leading indicators are an important part of our overall EHS performance assessment, and we track metrics such as safety committee meetings, employee training and facility level inspections. All serious incidents are reviewed within 24 hours with EHS, site leadership and regional vice presidents to ensure resources are available to investigate, determine root causes and generate corrective actions to share across the network.

Our metrics are calculated based on 200,000 hours worked and include our full-time employees as well as contingent labor in our operating centers. The most common injuries are strains related to manual material handling (lifting) so we provide training on pre-shift stretching, ergonomic improvements and proper lifting techniques. To ensure we're supporting our employees in the proper techniques, we have added an athletic trainer at one site and expect to expand to other sites next year.

## Risk reduction

Risk reduction is a core process in managing our operations. Each site commits to identify and take actions to reduce or eliminate risk. A critical element is our use of Hazard Risk Assessments (HRAs) for all key processes. These identify the engineering and administrative controls (such as updates to training), as well as any required Personal Protective Equipment (PPE) to mitigate the risk. HRAs are updated and evaluated on a regular basis to continually improve our safety and health management systems. Additional updates occur as needed in conjunction with our accident investigation, near-miss reporting and facility audit programs when we identify a new or emerging risk. This year we conducted a root-cause analysis to reduce identified risks. We produce monthly training, communications and huddle topics targeted on risk reduction, and on key safety practices and messages, as well as generating Safety Alerts and Lessons Learned on specific issues and opportunities for improvement.

To further reduce risk, we provide comprehensive training and awareness programs, including new employee orientation programs, online training and communications, topic-specific workshops and webinars, and mentoring. We have implemented processes to thoroughly review safety and engineering details of new automation and robotics, and we have prepared Robotics and Automation Safety standards to ensure consistent installation and safe operation of all new equipment. Our EHS team also provides hands-on risk assessments of new technologies in partnership with the operators and engineering teams.



### Powered industrial vehicle (PIV) safety

In 2022 we continued our efforts to reduce the number of PIV-related incidents, particularly as the number of PIV accidents declined. We increased communications on dock safety operations and we continue to review all PIV accidents within 24 hours and share lessons learned across our network of facilities. We have redesigned and implemented standardized PIV classroom and hands-on training for all PIV operators in our facilities. We report on PIV accident metrics monthly to senior business leaders to further engage those leaders as partners in mitigating these risks. We have developed a new package of engineering controls and safety standards (based on lessons learned from our data analysis) to implement in all new buildings, and we continue to implement new administrative controls and engineering solutions.



### Pitney Bowes Bucks

It is important to recognize and applaud individual front-line warehouse employees who model our safety culture. Local site management now regularly provides “PB Bucks” which can be cashed in for gift cards or Pitney Bowes-branded gear to individuals who demonstrate initiative in reducing safety hazards and risks, whether reporting a near miss or at-risk condition, or simply demonstrating safe driving techniques on a PIV. We encourage our teams to reinforce a proactive safety culture and use this process to help. Rewarding safe behaviors helps us maintain a working environment that reduces the likelihood of injury or illness. This program was rolled out to all sites in the spring of 2022.

#### Total recordables

	2018	2019	2020	2021	2022
Total Recordable cases	379	409	375	293	297
Total Recordable Inc rate	2.39	2.68	2.52	1.94	2.44

#### Injuries by category

	2018	2019	2020	2021	2022
Lost time cases	96	127	144	116	138
Lost workday case rate	0.67	.77	.96	.77	1.13
Restricted cases	225	251	180	147	149
Restricted workday case rate	1.42	1.58	1.23	.96	1.22

## Safety audits

We regularly review the safety of our operations through both formal audits and informal site visits for coaching. We use our site visits and audits as opportunities for coaching and collaboration. We identify any deficiencies, enter corrective actions into a tracking system, and monitor until resolution. In scheduling each year's roster of audits and site visits, we prioritize based on factors such as recent injuries, severity of injuries, timing and findings of prior audits, new processes or equipment, expansions or construction, and experience of personnel.



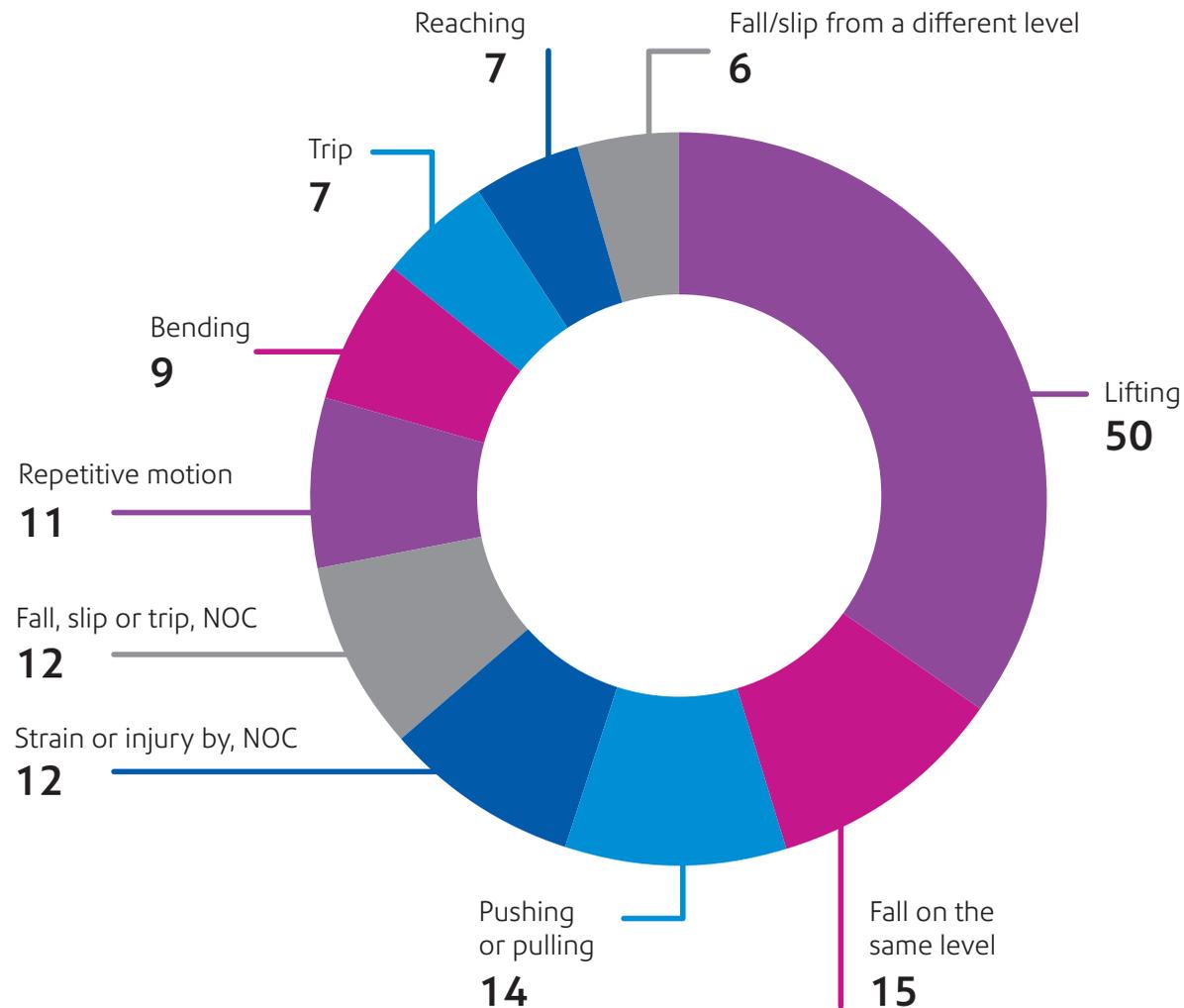
## Vehicle safety

We are committed to safety and compliance both for our employees and to protect the motoring public. We ensure each employee is given the tools to be successful by offering a best-in-class orientation and training, establishing expectations and accountabilities that reflect our corporate motto of Doing the right thing, the right way. The training includes defensive driving classes that are provided during orientation and refreshed every two years, instruction on the regulations that affect their job duties, and on-the-job training from a senior peer, showing each new employee how to do the job safely, legally, and at a level our clients have come to expect from Pitney Bowes. This year we developed safety content and policies for drivers, to create a driver safety committee, and we continually share new information with our drivers on new rules and a variety of internal safety topics, and we maintain a driver feedback application that allows drivers to communicate directly with fleet leadership about ideas and concerns.

We incorporate new technologies into our process. Using dash cameras and crash mitigation equipment on our vehicles, we are better able to avoid accidents, while also being able to identify root causes if they do occur.



## Causes of injury 2022 YTD OSHA Recordable | By cause | Top 10



# Health and wellness

Pitney Bowes takes great pride in our commitment to the health of our employees and their families. A culture of well-being has long been an important part of our values. One of the ways we demonstrate this commitment is by providing comprehensive wellness programs to our employees worldwide.

## Employee benefits

As a human-centric company, nothing is more important to us than the well-being of our employees. To that end, we strive to not only provide competitive benefits, but also benefits that address the specific needs of our individual employees, through career training, development planning, wellness and scholarships. Our employees around the world can choose from a variety of Health, Wellness, Life, Education and Financial benefits to fit their needs and support their families. Among many other things, we provide:

- Medical, dental, vision and prescription
- Mental health counseling
- Wellness programs
- Stress management
- Fitness programs
- Parental leave
- Child/elder care benefits
- Tuition reimbursement
- Career training
- Financial planning
- On-site self-service fresh food markets

## Wellness programs

To inspire employees and their families to keep active and stay connected in 2022, we offered virtual and on-site well-being programs, making them accessible for employees with a variety of workstyles. This year we featured our 16th annual One-in-a-Million Day global walking event. The walk celebrates Global Employee Health and Fitness Month and took place at 48 locations in 4 countries where participants took total of 27 million steps. We also ran our Get Moving fitness program, Change One Nutrition Program, and our 5 Days of Joy program, which focuses on physical and mental well-being leading into the year-end holiday season.



Pitney Bowes benefits and wellness information in your language



**27 million steps**

**48 locations** in **4 countries** held onsite walk events in the same day accomplishing over **27 million steps** collectively



## Self-care

**2875 employees** and family members earned monetary rewards by taking healthy actions including increasing their fitness and having their annual checkup as part of an annual rewards program to encourage self-care.



St. Louis, MO

*“To join the annual Get Moving competition was a great highlight for many German participants. During the last years we joined with 2 German teams and together we made millions of steps. We have had a lot of fun and I was happy to share the first place together with other global participants in the last two competitions.”*



**Stefan Kiessler**  
Human Resources Manager, Germany



One-in-a-Million Day walk, Shelton, CT

## Making health care accessible

In addition to providing high-quality affordable care to over 9,000 U.S. employees, we structure our benefit offerings to make access to care as convenient as possible. We encourage employees to take preventive actions to save lives, including immunizations such as flu shots as well as an annual physical and screenings such as mammograms, skin cancer screenings and blood glucose checks—all of which are covered under all Pitney Bowes medical plans. We provide a full list of recommended screenings based on age and gender along with 24-hour access to a network of board-certified

physicians and providers through telehealth services, and we offer programs that address specific concerns, such as heart health, diabetes, emotional intelligence and resilience. In 2022 we worked to make flu shots as accessible as possible with a combination of onsite clinics and free flu shot vouchers. In September, 2022, we added Integrated Musculoskeletal Care (IMC) to provide more affordable access to physical therapists and chiropractors to help employees resolve muscle and joint pain and restore function. A free self-care mobile app is included with the benefit.

This past year, 2875 Pitney Bowes employees and their family members took part in our annual rewards program to encourage self-care. They earned money for taking healthy actions, like increasing their fitness activities and having an annual checkup.

*“Pitney Bowes cares about employee wellness, with programs to ensure health of body, mind and spirit. Our virtual fitness classes allow me to include physical breaks during my workday, or as a recorded session for whenever my calendar allows. These breaks allow me the opportunity to fit in micro-workouts and come back to my workspace energized, renewed and refocused, allowing me to better serve my clients, colleagues and tackle my to-do lists”*



**Stephanie Joy**  
Director, Service Marketing  
and Enablement

## Guiding people along their wellness journey

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



## Financial responsibility and wellness

Financial well-being has always been an integral part of the Pitney Bowes wellness philosophy, and we provide programs and resources to help employees achieve their financial goals. In the U.S., we provide programs and apps that enable employees to receive expert guidance on managing finances, creating a budget, and saving for the future.

- Financial planning services
- Company-matched 401k
- Budgeting, saving and pay-advance app
- Employee discount program
- Lending and purchasing tools
- Employee Credit Union
- Savings on home, auto and pet insurance products

### Guild

We expanded our tuition assistance benefit in the U.S. with a new provider, Guild Education, which provides up to \$10,500 per year towards learning and development. Over 160 programs are available from more than 20 high-quality schools that include language learning, high-school diploma and college prep courses, and certificate and degree programs. To make education more accessible to all, employees can enroll the first of the month following their hire date and no longer need manager approval. We also provide global opportunities outside of our Guild Education program to increase accessibility.

## Fostering a culture of emotional resilience

At Pitney Bowes, the focus on mental and emotional well-being is as important as physical well-being. Our Employee Assistance Program, available in 15 countries, offers employees and their families access to free mental health counseling and related resources. This year we expanded our mental well-being offerings by partnering with a new provider to increase the speed of access and number of free coaching and therapy sessions available. The revised plan makes mental health more accessible by including out of network visits and an increased number of covered visits. In the U.S., employees have online resources available anytime and can self-schedule counseling appointments and connect to a network of licensed counselors.

In addition to counseling, employees and their family members can also get personalized guidance to help navigate life events by connecting to a qualified work/life specialist who can provide support with:

- Child or elder care
- Household maintenance services
- Financial or legal guidance
- Community services
- Emergency resources

To help promote the services and engage employees, we offer monthly webinars on a variety of work/life topics including anxiety, building healthy relationships, and embracing diversity and differences. We also provide weekly 15-minute guided meditation sessions to help bring calm, focus, and relaxation to employees who may be overwhelmed or need a few minutes to recharge.

In 2022, we provided 17 teams with well-being sessions led by licensed psychologist. The sessions focused on topics including growth mindset, mentally preparing for peak, emotional safety in the workplace, and avoiding burnout.

We also created an employee well-being and engagement campaign designed to increase awareness of mental health issues, reduce stigma and discrimination and promote mental health resources available to employees. In addition to monthly webinars, we held two global events in support of mental health awareness: Mental Well-being Week in May and Global Mental Health Day in October. We hosted live and on-demand virtual events and invited industry experts and guest speakers to discuss topics related to mental, physical and even financial health. The schedule allowed employees from around the world to join at their convenience and offered sessions in local languages for employees in France, Germany and Japan.

In 2022, we provided 17 teams with well-being sessions led by licensed psychologist. The sessions focused on topics including growth mindset, mentally preparing for peak, emotional safety in the workplace, and avoiding burnout.





## Supporting families at work and at home

In partnership with our benefit suppliers, we offer programs to help families meet caregiver responsibilities. Through Bright Horizons Back-Up Care, U.S. employees can get access to providers for children, elderly loved ones or even themselves. In 2022, the benefit expanded to include pet care. Bright Horizons can also help with household needs as well as provide resources for academic support, including tutoring services.



## Innovating care in the fight against cancer

Each year, Pitney Bowes works diligently to raise the bar on the quality of our benefits and the resources we offer, despite the rising cost of health care. Our partnership with the Health Transformation Alliance (HTA) helps us address employee health care issues in the United States. We continue to focus on innovative ways to control health care costs while designing offerings to improve outcomes and ensure a personalized, efficient experience for our employees and their families.

Cancer screening and prevention are at the forefront of our education and awareness strategy. Through the Johns Hopkins Work Stride: Managing cancer at work program, support is provided to employees and family members facing a cancer diagnosis - either directly or as a caregiver. This benefit also provides support to managers who need extra guidance navigating an employee's cancer diagnosis and treatment journey. For those affected by complex and rare cancers, extra support and guidance is available through AccessHope, a world-renowned cancer research and treatment center.

# Responsible sourcing

Our suppliers are just as important to us as our clients. As we move with purpose towards a circular economy, one which supports a sustainable future for all of us, we work with our suppliers to ensure that they are an integral part of our solution. We want suppliers who embrace our values, not only as caretakers of the planet, but as people who honor diversity in all of our business endeavors.

Developing the **Tier II Subcontracting Program** with the aim to increase our spend with diverse suppliers



Launching mentorship programs to partner with member organizations such as DisabilityIN and NGLCC.



Began new memberships with DisabilityIN and the VIB Network, providing access to their members through match maker events and annual conferences



## Supplier code of conduct

The quality of our suppliers, and our relationships with them, are critical to our success. To ensure the highest quality for our own products and services, we impose comparable standards on our suppliers. Throughout our supply chain we require that suppliers have safe working conditions, that their workers are treated with respect and dignity, and that manufacturing processes are environmentally and socially responsible. To guide our suppliers, we provide them with a Supplier Code of Conduct. We expect them to apply the code's standards to any extended sources of supply that they engage with in the production of goods and services for Pitney Bowes. See our Supplier Code of Conduct [here](#).

## Supplier diversity

Our global focus on diversity extends to our suppliers as well as our employees. We believe that having a diverse range of businesses in our global supply base can bring about innovative solutions while meeting or surpassing our expectations in terms of quality, cost, agility, flexibility, and delivery.

Supplier diversity programs present an opportunity to actively join the fight against racial discrimination, create opportunity, and enhance businesses. To that end, this year we hired a Supplier Diversity Manager to further develop those programs, with a focus on Tier II development and the goals of specific business units. In 2022, we also revamped our supplier portal so that diversity is highlighted.

We work to encourage opportunities for diverse suppliers to be considered as partners, with a specific focus on:

- Minority (including African American, Hispanic American, Asian American/ Asian Sub-Continent, Native American, Alaska Native)
- Women-Owned Small/Large Business
- Veterans, Service-Disabled Veterans
- Small Businesses
- Small Businesses located in and certified as Historically Underutilized Business Zone (HUBZone)
- Lesbian, Gay, Bisexual, Transgender (LGBTQ+)
- Economically Small Disadvantaged Businesses (SDB)
- Americans with Disabilities



In 2023, we implemented a Rule of Engagement process which requires all Pitney Bowes buyers to engage with diverse suppliers on requests for proposals (RFPs), while we continue to partner with supplier development organizations that focus on the growth and sustainability of diverse businesses. We participate in a variety of supplier development events throughout the year, and regularly connect with potential suppliers through match-maker events.

For the past four years, we have been actively involved in the financial development of women's business enterprises through the **WeTHRIVE** program hosted by WBENC (Women's Business Enterprise National Council).

At the 2022 WBENC Annual Conference during a match maker event, we met Merrimak Capital, a woman-owned business that works in the leasing space. As a result of the meeting, Merrimak has recently been awarded a contract with Pitney Bowes. In addition, Pitney Bowes is sponsoring Merrimak at the 2023 WBENC Annual Conference by donating booth space for Merrimak to exhibit.

## Second-tier supplier diversity reporting

To promote diversity across the entire supply chain, some clients monitor both direct and indirect supplier spending (i.e. the suppliers' own suppliers). We provide this additional reporting for clients that represent at least \$1,000,000 in annual revenue, using an indirect calculation method based on the percentage of each client's revenue allocated to the specific diverse supplier categories. Our current categories include small, minority-owned, women-owned, LGBTQ+-owned, Veteran-owned and Service-disabled Veteran-owned businesses, as well as small certified HUBZone businesses.

In 2023, we implemented a Tier II reporting program where we will be asking our Top 50 Primes to provide us with Tier II Reporting. This outreach program allows us to capture all subcontracting spend our Primes have with diverse and small businesses.

*“Our Supplier Diversity commitment benefits Pitney Bowes because it promotes innovation through the introduction of new products, services, and solutions. It is a mutually beneficial relationship for all as we get great suppliers that we can depend on, while boosting the bottom line of companies of all sizes and strengthening local communities.”*



**Wendy Moreno**  
Sr. Manager of Supplier Diversity

## Supplier diversity qualification and certification

We expect all suppliers to meet high standards of product and service quality. To be considered as a Pitney Bowes supplier, diverse businesses are encouraged to register on the [Connecticut Supplier Connection](#). The Connecticut Supplier Connection, established in conjunction with other Connecticut-based companies, is an online portal that allows us to identify and access potential suppliers. For small and diverse businesses seeking to become suppliers, it provides an opportunity to be discovered and potentially hired by any member company using the platform. You can also learn more about supplier registration [here](#).

We encourage diverse suppliers to seek certification from a certifying agency such as:

- National Veteran-Owned Business Association ([NaVOBA](#))
- National Minority Supplier Development Council ([NMSDC](#))
- Women’s Business Enterprise National Council ([WBENC](#))
- Small Business Administration ([SBA](#))
- National LGBT Chamber of Commerce ([NGLCC](#))
- We also accept certification by federal, state, and local governments in the United States.

In 2023, we officially became members of Disability:IN, a global organization that drives disability inclusion and equality in business, and Veterans in Business (VIB) and began attending their supplier conferences.

## Supplier diversity corporate memberships



## Supplier diversity performance

In 2022, diverse suppliers (large and small) accounted for 24.8 percent of Pitney Bowes total spending on U.S.-based suppliers. Small businesses and small diverse businesses accounted for 17.4 percent of the total.

## Recognition and awards

Our supplier diversity program consistently garners recognition and awards from leading industry groups and publications. Examples include:

- NaVOBA's (National Veteran-Owned Business Association) – Best Corporations for Veteran's Business Enterprises (2019, 2020, 2021, 2022)
- WBENC - Women's Business Enterprise National Council – 2019 & 2023 America's Top Corporations for Women-Owned Businesses



## Transparency in our supply chain

### Conflict minerals

Section 1502 of the Dodd–Frank Act requires all issuers that file reports with the Securities and Exchange Commission under Sections 13(a) or 15(d) of the Exchange Act of 1934 to make certain filings and/or disclosures as to whether any tin, tantalum, tungsten or gold (“conflict minerals”) “necessary to the functionality or production” of the issuer’s products originate from the Democratic Republic of the Congo (DRC) or adjoining countries (the “Covered Countries”). Pitney Bowes Form SD and Conflict Minerals Report, in which we disclose the supply chain due diligence we undertook in May 2023 to try to determine whether any conflict minerals used in our products may have originated in the DRC Covered Countries, can be downloaded [here](#).

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

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

# Client experience

We put clients at the center of what we do. We prioritize, design, and deliver experiences that benefit client organizations and individual human experience.

Our ongoing commitment to clients creates a more enjoyable experience for all and will continue to lead us in the right direction.



## 23%

YoY increase in the number of employees who are trained in design thinking

2 client-centered innovation awards received in 2022



### Teaming for the Client

52 senior leaders partnered to drive a culture of teaming for our clients



# Client experience impact

Our commitment to our clients compels us to make working with Pitney Bowes an easy and rewarding experience. Our clients tell us we are succeeding because they are increasingly enjoying doing business with us.



## Sending Technology Solutions

Our Sending Technology business is devoted to purposefully removing complexity from shipping and mailing. We begin by asking what our clients need and listening carefully to their responses, enabling us to deliver client value through desirable experiences.

**In 2022, we streamlined key client experiences, to make it easier to work with us. For example we:**

- Introduced the Shipping 360 Platform to provide clients easy access to the solutions they need for sending mail and parcels, including analytics. The platform also provides streamlined account setup and seamless access to support for an optimal client experience.
- Added advanced search capabilities to our online portal, Your Account, providing a more direct route for clients who need support to find the help they need. Through this initiative and others like it, we reduced the need for clients to call us by nearly 20%.
- Designed and developed new proactive technical support tools that U.S. clients access through Your Account. These tools notify clients when they have an issue and guide them through resolving it.
- Aligned our account, technical, and supplies support teams so that we can focus on quickly resolving a client's need, no matter the subject matter.
- Enhanced our digital payment experience in the U.S. to provide greater simplicity and efficiency, resulting in our highest customer satisfaction rating to date.

SendPro Mailstation clients rated product satisfaction higher over the last 2 years based on our innovating capabilities that mean the

most to them. We use a variety of methods to understand the challenges our clients face and the opportunities that exist to improve their lives. We prioritize products, services and features with that in mind.

# 600k+

Our Sending Technology business has over 600K+ clients who use over 900K+ sending devices and SaaS solutions. We continue to deliver innovative products and solutions for our clients.

# 90% retention



We have a compelling and unrivalled end-to-end value proposition in our target markets, supported by an 8+ years average client relationship and **90% retention rate.**

## Presort Services

Our U.S.-focused Presort Services business continues to drive above-and-beyond service for all clients, setting Pitney bowes apart from other industry leaders.

We have developed a new client portal to make it more modern, reliable, easy to use, and reflective of the client feedback we've heard over the years. As we roll it out, we have already received positive feedback that the platform is enhanced, enabling clients to spend less time managing their Presort services account and more time running their business.



## Global Ecommerce

In Global Ecommerce, we are building brand and market differentiation around a simple but critically important commitment: "Ecommerce Logistics. Only Easier."

- To make the critical peak holiday season easier for our retailer clients, we streamlined our operations, improving reliability, speeding up delivery times and meeting or exceeding all of our peak parcel commitments for our standard delivery services.
- We continued innovation and development to meet our clients' evolving needs with a focus on removing complexity from their experiences. For example, clients who need to respond to their consumers' inquiries about parcel shipment status and location, we replaced a manual parcel research process with an automated one. This enabled clients to get instant digital visibility into a parcel's status and location, empowering them to quickly and easily respond to the inquiry of a consumer waiting to receive it. As a result of the new instant tracking visibility, there has been a 43% reduction in the number of manual requests clients have to make. We also expect client satisfaction to improve as a result.
- We delivered consultative market and consumer insights, which stem from the results of our weekly BOXpoll surveys.

# 2,000 BOXpoll Surveys



Each week, we ask more than 2,000 online shoppers about current events, culture or ecommerce logistics, using input from clients. For instance, in response to a discussion with clients about growing return fraud concerns, we asked consumers what kind of return behaviors they found socially acceptable and determined that 44% aren't bothered if online shoppers pick the 'reason for return' that will get them free shipping.

**This helps clients make consumer-informed decisions in the way they run their businesses.**

## How we stay client-centered

Keeping our global clients at the center of everything we do means innovating with humanity and empathy, aligning our priorities with our clients', and considering the experience at every stage of their relationship with us. Here are some 2022 examples of how we kept clients at the center:

- Client-centered Innovation, also called Design Thinking, has become an essential part of major strategic efforts in our business units, and executive sponsorship of such engagements has seen tremendous growth. 7% of eligible Pitney Bowes employees have received in-depth training in Client-centered Innovation practices and approaches. This helps ensure we're innovating with empathy, prioritizing the right problems to solve, and collaborating to keep the voice of the client front and center.



- Dozens of our most senior leaders engaged in projects to drive a culture of teaming for our clients. Many of these projects focused on increasing client empathy across all Pitney Bowes employees.
- Our teams in India work with many clients who are geographically distant from our offices. Our Client Centricity program brings the client perspective into solution development through Client Awareness Sessions.
- Global Ecommerce teams used Design Thinking to identify ways to better connect with our business goals and serve our clients better. As a result, they identified beneficial process changes and launched a new role, Employee Ambassador.

## Client Experience Day

The first Tuesday in October is Client Experience Day, an industry-wide day when we put extra emphasis on celebrating our clients. This year our focus was on Teaming for the Client as we shared stories and examples of colleagues across the business who were impacting the client experience and making a difference to our clients. We published a series of internally-focused videos that offer our employees simple, practical skills they can use to drive CX excellence.

During Client Experience Day, we presented the inaugural Best Order Experience (BOX) Awards to honor clients who provide best-in-class ecommerce experiences for their customers in the following four categories: Checkout, Tracking, Unboxing and Returns. We also celebrated with our Global Ecommerce site employees to recognize the role they play in delivering exceptional client experiences and helping our clients to succeed.





Stockton, California team members are honored on CX Day, recognizing and celebrating their role in our clients' success.



Pitney Bowes client BarkBox receives our BOX award for client experience in fulfillment.



## Box Awards

In honor of Client Experience Day, we honored several clients for their outstanding consumer experiences. We recognized retailers with efficient checkout experiences including a variety of options, multiple shipping methods with day-definite delivery estimates, alternative delivery methods like in-store pickup and gifting options for those looking to surprise someone special. Two of our standout award-winners are:

### BOX Tracking Award: Etsy

Etsy provides consumers with a large, interactive map that shows the entire package journey in one easy interface. Along with this, Etsy uses Pitney Bowes Designed Delivery service, which includes APIs for tracking, to send branded notifications via email, SMS, and social messaging and provide a variety of other features to optimize customer experience.

### BOX Unboxing Award: BarkBox

BarkBox created a surprising, vibrant and personalized experience for opening their monthly subscription box of toys for our four-legged friends. Through our Designed Fulfillment services, BarkBox leverages AI robots that can handle complex kitting requirements to create a unique, customized unboxing experience for its customers.

## Maximizing accessibility and inclusiveness

### Accessibility

To maximize the value we provide to our clients, we create tools that aid users with different abilities in their experiences. Our internal Accessibility Center of Excellence assesses our products and services for accessibility requirements, collaborates with our project teams, conducts accessibility training for our staff, and raises awareness of accessibility throughout the organization.

### Global inclusivity

We work to ensure continuity of experience across a global client base. Our dedicated globalization team works with business units early in the planning process to internationalize our offerings—localizing content and strengthening support for new and existing clients, from web content and marketing to billing and account support. In 2022 we improved our localization process. We also provided machine translation solutions to help employees for whom English is not their first language. We are currently exploring AI solutions to further enhance translated employee communications to support those who may have limited reading ability.

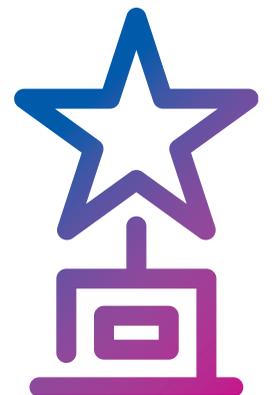
## Driving deeper insight into the client experience

Pitney Bowes uses a multi-country intelligence program to explore each customer touchpoint to assess the customer experience. Any issues that are discovered are remediated quickly and effectively.

In 2022, we improved the way we source client feedback. We increased the ability to share feedback from within our digital products, which allowed us to decrease the number of email surveys we sent out and improve the client experience. We received more than 6 times the previous number of responses, giving us critical content and data with which to understand and meet their needs.

## Awards

- Our Client-centered Innovation Program, which systematically empowers employees across the company with client-centric methods, tools, and resources, won the Design & Innovation award for design-led Cultural Transformation. This award acknowledges the organization-wide mindset shift that puts clients at the center through empathy and design thinking.
- The PitneyShip Cube solution received the highest level [\(Gold\) 2022 International Design Award](#) in the Office Equipment Product Design category. This highly competitive award acknowledges the strategic thinking and imagination that goes into making a product that will be used, valued and loved by its target market.



# Community impacts

Our philanthropic efforts are centered around promoting literacy and education in support of underserved school districts that often face social and economic inequality. Through philanthropy, partnership and volunteering, we work to help ensure that all students have equal opportunity to reach their full potential. We foster meaningful collaborations by partnering with reputable nonprofits whose missions and objectives align with our purpose.



Partnering to  
**eliminate  
disparities  
in education**



Aggregate value of  
employee volunteerism:  
**\$1.764M**  
More than 18,000 hours



**3,182,257**  
Hours of  
student enrichment

**210,222**  
students reached

**3,313**  
teachers supported



Dedication to Education:  
**8 countries**  
**43 communities**  
**1400+ volunteers**  
**51 projects**

to strengthen communities  
and build brighter futures



# Creating meaningful impact

With the aid of United Way, our global community involvement partner, and Pitney Bowes Foundation grantees, we can make positive community impacts at the local, national and global levels. In addition to promoting literacy and education, we extend our support to organizations that help address other critical community needs such as disaster relief efforts and providing access to health and human services. Our aim is to make socially responsible investment decisions that create value for our communities across the globe. Our colleagues' participation in these efforts is an enduring part of our culture. Last year, our flagship team volunteer program, Dedication to Education, spanned eight countries and 43 communities, engaging more than 1,400 Pitney Bowes volunteers in 51 team volunteer projects to strengthen communities and build brighter futures.

Fairness and equity are fundamental to the creation of a truly inclusive society. Yet all too many children face prospects limited by factors beyond their control, including race, family income, and local community struggles. Literacy and education are two of the most powerful means of overcoming these limitations and improving access to opportunity for all children.

Through corporate philanthropy and the generous participation of our colleagues across the company, we support proven programs and innovative pilot initiatives focused on helping all children learn, grow and be prepared for the workforce of tomorrow.



# Building education equity

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

- We focus our philanthropy on education to enhance opportunities for all students in school districts where we have a presence. Much of our work focuses on serving young children through early literacy programs that encourage parent engagement, stimulate the development of language and literacy skills, and foster a love of learning.
- We also serve children from pre-kindergarten through middle school with year-round programs, both school-based and after-school. We support in-school curriculum including literacy, science, math, arts, technology, engineering.
- Through a focus on summer learning, we support programs that 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.

In addition to direct grant-making, we encourage our colleagues to donate their talent and expertise through volunteerism. From hands-on volunteering to skills-based efforts, and from mentoring to participation on nonprofit boards, Pitney Bowes volunteers across the company donate thousands of hours each year to help children and families in our communities thrive.

## Business collaborative for education equity

The profound social disparities witnessed in recent years have taught businesses and individuals alike that if we are to succeed together, we must unite to take action for positive change. In conjunction with the Fairfield County Community Foundation, Pitney Bowes joined forces with other local businesses to launch the Fairfield County Business Collaborative for Education Equity to help fund programs in urban school districts throughout the region.

The Collaborative is a multi-year undertaking designed to reduce and eliminate educational disparities among Fairfield County's most vulnerable pre-K through 12+ students by supporting the students, their parents and guardians, as well as teachers and staff. This year, the Collaborative announced its second round of funding and welcomed three new members. Methods of support include financial contributions, employee volunteerism, business expertise, mentorship, internship opportunities and advocacy.

Since its launch in the Fall of 2020, the Fairfield County Business Collaborative for Education Equity has:

- Advocated successfully for a nonprofit's ability to serve under-resourced students onsite at schools
- Provided public school teachers with classroom materials through Donors Choose campaigns that supported nearly 250 projects and reached nearly 25,000 student experiences across 39 schools
- Helped prepare more than 1,000 laptops for public school students through employee volunteer efforts
- Raised \$1.4 million from seven founding companies to support future educational programs



**CEO Marc Lautenbach shared,**  
*"This investment by the Fairfield County business community provides critical support to the nonprofit partners who work diligently every day to serve our community's youth. This is not only an investment in our youth today, but an opportunity to invest in our county's economic future."*

In 2022, 10 Fairfield County nonprofits were awarded \$400,000 in new funding from the Collaborative.

Read more about the Fairfield County Business Collaborative for Education Equity [here](#).

## Early childhood and literacy education

The Pitney Bowes Foundation enabled **Reach Out and Read** to work with doctors in low-income communities in Atlanta, Georgia; Spokane, Washington; and Bridgeport, Danbury and Stamford, Connecticut. Reach Out and Read helps children prepare for success in school by incorporating books into pediatric care and encouraging families to read aloud together. Reach Out and Read medical providers give books to children at well-child visits from infancy until they start school.

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

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

## Mentoring and youth leadership development

Since 2007, we've been a **Read to a Child** National Partner, supporting literacy and mentoring programs that foster a love of reading, improve literacy skills, and support socio-emotional well-being in students in under-resourced communities. In March 2022 (National Reading Month), we were again Visionary Sponsors of Read to a Child's national digital fundraising campaign to help "Spark Something Meaningful – Help Kids in Need Love to Read." A Pitney Bowes Foundation grant supported the expansion of Read to a Child's national lunchtime reading program.

Our support of **Big Brothers/Big Sisters** affiliates across the country helps to ensure that young people have access to mentors who can help them achieve their dreams. In 2022, the Pitney Bowes Foundation again provided a grant to the Southwestern Connecticut chapter.

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

In 2022, we again partnered with **LiveGirl**, a Connecticut-based nonprofit that builds confident, inclusive female leaders by



preparing them with the skills, community, and connections to make a positive impact on the world. Pitney Bowes Chief Financial Officer Ana Chadwick serves on LiveGirl's board of directors.

In 2022, a Pitney Bowes Talent Advisor again partnered with the University of Akron to lead a virtual session for high school students on how to build a resume, target it for a specific job opportunity, and make a job application stand out when you can't submit a resume. The content that they developed and shared has also been used to support students participating in Junior Achievement's Career Fair at Shelton High School Career.

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

## Summer learning and after/ outside of school programs

For many years the Pitney Bowes Foundation has provided national support to the **Horizons National Student Enrichment Program**, a growing network of 74 out-of-school learning and enrichment programs designed to help prevent cumulative learning loss. Horizons programs bring students back year after year, from kindergarten through high school, for six weeks in the summer and year-round out-of-school tutoring, celebrations, and connections. Each student experiences high-quality academics infused with social-emotional learning, field trips and cultural experiences, health & wellness activities, community-building, and swimming lessons – and it works.

We are longtime supporters of **SoundWaters**, a Connecticut nonprofit that provides opportunities for children to learn about and explore the Long Island Sound through programs that include sailing, STEM activities, school trips and camps. Pitney Bowes was a founding corporate sponsor in the 1990s and has enjoyed a strong partnership with the group ever since. Our recent multi-year commitment to SoundWaters led to the opening of the new Cohen SoundWaters Harbor Center, a 12,800 sq.ft. building designed to meet the needs of SoundWaters' Young Mariners Academy (middle school), Research Intensive (high school), and Harbor Corps (workforce development) programs.



**Boys & Girls Clubs** throughout the United States have benefited from our employees' volunteer involvement as well as funding from the Pitney Bowes Foundation. In 2022, the Foundation provided grants to support literacy and academic success for students at the Boys & Girls Clubs of Spokane County (Washington), Greater Dallas (Texas), Stamford (Connecticut) and Twin Cities (St. Paul/ Minneapolis, Minnesota).

## STEM (Science, Technology, Engineering, Math) and arts education

Since 2015, the Pitney Bowes Foundation has partnered with **MIND Research Institute** to expand access to ST MATH, a transformative mathematical experience, to students in grades pre-K-8. ST MATH is an engaging and rigorous math experience that builds valuable skills and inspires students to become creative problem-solvers. The program's patented approach combines challenging puzzles, non-routine problem solving, and informative feedback. Our most recent grant is equipping students in grades PreK-8 with strong mathematical foundations and strengthening educators' effectiveness through professional learning.

We are also proud supporters of arts education programs including **Intempo**, an intercultural music education organization that helps Connecticut students grow life skills through music.



## Adult literacy and education/ workforce development

Pitney Bowes and the Pitney Bowes Foundation are proud of our decades-long partnership with **Junior Achievement**, one of the world's largest youth-serving NGOs, which delivers hands-on, experiential learning that creates pathways to employability, job creation, and financial success. We support JA both through employee volunteerism and Pitney Bowes Foundation grants. This year, we supported Financial Literacy education, and career readiness mentoring in Bridgeport, Shelton, Danbury, Stamford and Norwalk, Connecticut.

For more than 30 years, **Women's Mentoring Network of Stamford**, Connecticut, has been helping to change the lives of women and their families through mentoring and education programs. Pitney Bowes has supported these efforts from the outset. The Pitney

Bowes Foundation's most recent grants to WMN support its E to the 4th Power program (Education, Employment, Economic Security, Empowerment).

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

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

## Collective impact partnership

Pitney Bowes and the Pitney Bowes Foundation are founding supporters of the **Stamford Cradle to Career Collaborative**, an initiative based on the nationally recognized StriveTogether Framework for community stakeholders to work together. The Collaborative aligns resources to help young people grow to their full potential, utilizing Community Action Networks to focus on issues of school performance as well as physical, social and emotional factors at various stages from Infant Health and Development to Postsecondary, College and/or Career. Our grant supports the data gathering and analysis that underlie the Collaborative's work.

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



# Dedication to Education 2022 Year in Review

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. This signature program expanded globally in 2017, and over the last 9 years has made a difference in 12 countries (Australia, New Zealand, Brazil, UK, France, India, Israel, Japan, Poland, United States, Ireland, & Canada), with more than 7500 Pitney Bowes volunteers participating in more than 450 projects.



## Our impact

Early literacy tutoring and building literacy kits



Career mentorship

Inspiring young entrepreneurs



STEM enrichment

Social-emotional wellbeing



In 2022, our D2E celebration spanned 51 projects in 43 communities in 8 countries Australia, New Zealand, Brazil, Canada, Japan, Poland, the United Kingdom and the United States.

1400+  
volunteers



51  
projects



8  
countries



# Volunteerism at Pitney Bowes

Pitney Bowes team members have a long tradition of contributing to volunteer services with great enthusiasm. Our colleagues, both individually and collectively, have volunteered to support early literacy, STEM education, mentoring programs, career development, environmental causes, food and blood drives, and much more. They recognize that hands-on and skills-based volunteerism have enriched their lives, enhanced their careers and expanded their world views—while also strengthening their communities and generating expanded opportunities for children and families. We support these efforts through team and individual volunteer grants from the Pitney Bowes Foundation.

## Partnering with Pitney Bowes volunteers

We believe volunteerism is an essential part of building strong communities. We offer a variety of support to our employee volunteers, including:

### Volunteer grants

- **Individual Volunteer Grants:** We recognize employees' volunteerism by providing grants to the nonprofits where they volunteer. The grants, available in the United States and United Kingdom, range from \$125 for 25 hours of service to \$500 for 100+ hours.

- **Team Grants:** In all countries where we have operations, we also provide grants to cover the costs of materials and supplies for volunteer projects undertaken by teams of three or more Pitney Bowes colleagues.

### Nonprofit board service

One of the most effective ways for employees to help their communities is through service as directors of the organizations we support. In 2022, Pitney Bowes colleagues served on 64 boards of local, national or global nonprofit organizations.



## Volunteer Champions and Local Community Leadership/CSR teams

By serving as Champions or on Local Community Leadership/CSR teams, our colleagues help inspire others to become active volunteers in their communities. Pitney Bowes Foundation grants support team projects. This includes a wide array of activities: mentoring, reading to young students and, leading essential community efforts including blood drives and collections of food, clothing, books, and back-to-school supplies for those in need in our communities.

## Signature volunteer programs

### Dedication to Education (D2E)

Launched in Connecticut in 2014, our D2E program has been supporting our communities around the globe ever since. Pitney Bowes volunteer champions design and implement high-impact team projects, with help from a comprehensive toolkit and grants from the Pitney Bowes Foundation. Projects are conducted in partnership with local United Way chapters, Volunteer Centers and other Foundation grantees. Activities and projects support education, the focus of our philanthropic and community efforts. In 2022, our D2E celebration spanned 51 projects in 43 communities in Australia, New Zealand, Brazil, Canada, Japan, Poland, the United Kingdom and the United States. With highly engaged employee volunteers, outstanding nonprofit partners, and Team Project Grants from the Pitney Bowes Foundation, the program provides transformational impact for the nonprofit partners and the clients they serve.

These projects are led by champions in our various locales, and the activities span from read-alouds to mentoring to tech support to beautification of school gardens, etc. Each project is custom-built to meet local needs and our employee volunteers' passion for supporting the development of young people in our communities.

### Share the Message: Read!

Since 2004, Pitney Bowes and the Pitney Bowes Foundation have supported the important work of **Reading Is Fundamental** (RIF), the nation's largest children's literacy organization.

Through this longstanding partnership, the Pitney Bowes Foundation is proud to support Share the Message: Read! Each year, our volunteers work directly with elementary school children to help them experience the joy of reading. With an all-inclusive toolkit in a tote bag volunteers receive a story-time book for group reading, related craft activities, and an array of age-appropriate books for students to take home. The take-home books span a variety of subjects keyed to children's interests; current offerings include books on technology, innovation, coding and communications. The program has proven to be a powerful motivator to get kids excited about reading and set them on a lifelong path of discovery and enrichment. While our volunteers

were not able to visit many of our schools and community partners again in 2022, we continued to provide RIF books to children in underserved communities to support their love of reading and learning.

## Volunteering across the company

In 2022, our colleagues participated in on-site, in-person volunteer activities as well as virtual opportunities to support students and families in need in our communities.

In April 2022 we again celebrated #GlobalVolunteerMonth, highlighting the power of volunteer service to tackle society's greatest challenges and build stronger, more vibrant communities. Employees were encouraged to consider ranges of opportunities from in-person to virtual, and from micro-volunteering to long-term mentoring. Through an engaging series of articles throughout the month, we asked employees to #Act (participate in a volunteer effort), #Learn (about organizations and volunteer opportunities), #Share their stores and #Inspire others to volunteer and make a difference.

Volunteer gifts of time and talent are critical resources for charitable organizations striving to address a host of community needs. Volunteering is also good for our colleagues and our company. We view volunteer service as an effective development tool that enables volunteers to learn by doing—enhancing their skills both inside and outside the workplace and expanding their personal and professional networks—all while making a genuine difference in their communities.

In 2023, we celebrated International Mentoring Day – Tuesday, 17 January – by providing employees with virtual, global, national and



local opportunities to mentor children in our communities. From the Global Mentoring Initiative to mentoring.org, Network for Teaching Entrepreneurship to Junior Achievement, FIRST Robotics to the Connecticut Invention Convention, YMCAs to Boys & Girls Clubs, not to mention the myriad local nonprofits in our home office community, so many of our nonprofit partners provide individuals with opportunities to change a student's life for the better.

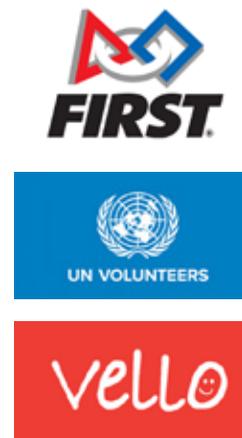
One of the most effective ways to leverage current skills and build new capabilities is through volunteerism. Research has shown that 90% of what we learn comes from challenging assignments and from teaching others. To strengthen this process, we offer a resource that helps employees pair specific skill sets with volunteer opportunities that can help them put those skills into practice.

We continue to provide our colleagues with flexible virtual volunteer opportunities to help them make an impact from wherever they are and at times that fit their schedules. Among these opportunities:

- Read to a Child Mentor Program
- First Robotics
- Junior Achievement
- United Nations Volunteer Program (UNV)
- The United Way's Online Reading Platform
- The Missing Maps Project

We encouraged our team members to consider helping out in a variety of ways, from website design and application development to social media promotion, graphic design and data entry.

In 2022 we continued to promote short-term volunteer opportunities to attract colleagues who might not otherwise have the time to participate. These micro-volunteer opportunities provide a path to longer-term engagement by encouraging volunteers in something new while also advancing the missions of our nonprofit partners.



## Australia

The Pitney Bowes Australia team put on its collective reading glasses to support **United Way**. Team members read 10 books aloud as part of a video series for **Dolly Parton's Imagination Library**. The videos were uploaded to the Parent Resource Hub on the United Way Australia website and shared with the thousands of parents and caregivers through the quarterly Dolly Parton's Imagination Library newsletter.



## Brazil

Ten Pitney Bowes Brazil colleagues again participated with volunteers from other companies in the **United Way of Brazil's** Day of Action in October, in support of the organization's Born Learning program. Volunteers spent the day building learning spaces for children at a public school in Sau Paulo.



## United Kingdom

20 Pitney Bowes United Kingdom employees gathered in Harlow to lend some muscle to the local charity, Plant Pots and Wellies, which provides support for children and adults with additional needs. The team donned gloves, footwear for mud and enthusiasm to help in the large garden allotment space to fence in a children's area, brighten the space with a coat of paint, insulate a new cabin, build a deck around the children's cabin, construct a new polytunnel, clear areas for new use, and prep recycled bottles for transformation into a new greenhouse.



For the fourth year, U.K. colleagues supported **Herts Young Homeless**, an organization dedicated to helping young people facing homelessness. Their 2022 efforts included assembly of 'Christmas Packs' with the aim of providing essential and holiday items to help young people celebrate the festive period. Christmas Packs typically contain a blanket, fluffy socks, gloves and hats, a mug and hot chocolate, personal toiletries, small games / cards, storage containers, a notebook and stationery. Our volunteers assembled the items into packs at home with a note of support. The packs were then collected and distributed by **United Way**. The team also supported Herts Young Homeless via 'Making Something that Matters' via the United Way by once again assembling 'starter packs' for young people who are at risk of becoming homeless.

## India

This year Pitney Bowes India forged a strategic philanthropic partnership with the **NGO FUEL (Friends Union for Energizing Lives)**. Pitney Bowes partnered with FUEL to conduct 120+ hours of STEM tutoring with 100 students across over 6 schools. They provided tutoring to students with a structured approach to improve student performance in subjects such as Science, Mathematics, English, and Social Sciences. Students were also given access to online learning platforms such as Coursera and BYJU'S.

## Japan

The Pitney Bowes Japan team partnered with the **Japan Philatelic Society Foundation**, the Japan Postal Hobby Association and Japan Post to conduct a children's writing workshop, contest and award ceremony focused on the value of writing handwritten letters. After the letter-writing workshop, the students wrote letters to friends and family and then sent them using our SendPro C sending technology. The Pitney Bowes booth attracted children as well as



philatelists, who visited our booth to collect Pitney Bowes indicia as part of their postal collections. Within the event they had a contest and awarded special prizes for the students' letters.

In addition, the Japan team participated in a planting project by sowing two types of cosmos seeds in plots along Shinagawa Flower Sea Road in Tokyo. This effort was undertaken by the Shinagawa CSR Promotion Council, which comprises 80 companies headquartered in the Shinagawa Ward of Tokyo, including Pitney Bowes Japan.

## Poland

Our team in Poland recently participated in a project called "LAL" (WOW!) organized by schools in the city of Bielsko-Biala. The goal was to encourage people to get up from the couch, leave the house, meet inspiring people and find a new hobby. Passionate individuals stepped up to volunteer to teach courses about their hobbies, and a calendar of activities was developed for the public to participate in to expand their horizons. Two of our colleagues designed a poster and leaflets for the event, printed them through

funding from a grant from the Pitney Bowes Foundation, and distributed them to all the schools and community centers. Ten Pitney Bowes colleagues created an event website to enable instructors to register their class offerings securely. They then built the event calendar and created advertising materials.

In addition, two of our colleagues created Zumba and Salsa classes attended by community members as well as coworkers who, in three hours, learned 13 short choreographies inspired by samba, cha-cha, jive, waltz and regional dances steps. At the end of classes, our instructors created a little showcase to encourage people to develop their salsa skills in the future.

The group was also inspired to use their dance skills to establish a dance group called DanceX that engages differently abled people in dance. A grant from the Pitney Bowes Foundation enabled the purchase of special wheelchairs adapted for dance so that individuals participating did not risk damaging their personal wheelchairs. A choreographer created special choreography to the music of a local performer who is also a person with disabilities.



## New Zealand

Through partnership with the **Catalytic Foundation** and a grant from the Pitney Bowes Foundation, our New Zealand colleagues purchased a range of school supplies, including backpacks, lunch boxes, drink bottles, and stationery. Six staff members volunteered one day of their time to fill the backpacks and deliver them to De Paul House, which provides support to homeless families. In addition, funding paid off the remaining loans that 15 families owed on Chromebooks for their children's education. Our volunteers also sorted and distributed clothing donations for the families as part of the Catalytic Foundation Warmer Winter campaign.



## Multi-country project: Missing Maps MapSwipe



26 colleagues from Germany, France and across the US came together virtually to ensure accurate maps of Pisco, Peru, a city in Peru’s Ica region on the west coast approximately 290 kilometers from Lima that is earthquake-prone. The **MapSwipe** app allows volunteers to review satellite imagery and mark the locations of buildings and structures to ensure that rescue and relief organizations including our partner, the **Red Cross**, have accurate information to help them respond effectively to natural disasters.

### United States

More than 400 team members across 23 markets in North America volunteered more than 300 hours packing 1,735 Reading Buddies. The kits consisted of a teddy bear stuffed by volunteers coupled with a children’s book, a bookmark decorated by employees, reading tips, a note of encouragement and other items.



## Career Connections Program with United Way

Pitney Bowes team members joined a virtual volunteer session to learn more about **United Way** and participate in a live virtual volunteer opportunity called Career Connections. Participants responded to Middle School and High School students’ career questions via United Way’s virtual Career Connections platform. The submissions will be used to create an eBook that will be distributed to local **United Ways** and their partners for students to learn from. 16 Pitney Bowes employees submitted 143 responses to questions about success after high school, STEM, management, marketing, operations and logistics, among other topics. Nearly 3200 students benefitted from their insights.

## State of Connecticut

Last year Pitney Bowes again participated in JA Inspire, **Junior Achievement’s** virtual career fair for Middle and High School students throughout Connecticut. Executive Vice President & Chief Financial Officer Ana Chadwick was interviewed in Spanish by Senior Manager of External Communications Marifer Rodriguez about their personal career journeys, roles at Pitney Bowes, hobbies, and advice for students in Spanish.



## Connecticut Invention Convention

Volunteers from the Pitney Bowes Innovation team served as judges for the **Connecticut Invention Convention**, which supported more than 10,000 Connecticut inventors during the year. 6th grader Mia won the Pitney Bowes Innovator award, which recognizes an outstanding young innovator who emulates the themes of innovation and creativity that are hallmarks of Pitney Bowes. Mia designed the Heat Pak, a backpack that alleviates shoulder and back pain through built-in heating and massage elements.



## New Brighton, Minnesota

Our team in New Brighton, Minnesota, donated outdoor enrichment items (e.g., sports balls, bubbles, sidewalk chalk, hula hoops, and jump ropes) to **Community Partners with Youth**, an organization that is dedicated to increasing adult supervision of at-risk children after school, on holidays and during the summer.



## Reading, Pennsylvania

Our colleagues in Reading conducted a book drive in partnership with their local **United Way**. Nearly 350 books were donated to students in daycare centers, schools and after-school programs.



## Richmond, Virginia

Our Richmond, Virginia, team recently worked to create 80 literacy kits for incoming Kindergarteners in the region. In addition to the supplies funded through a grant from the Pitney Bowes Foundation, colleagues took the time to carefully decorate the materials making sure each child received a well-crafted kit to begin the school year. The year-round literacy kits ensure students and families have access to resources that empower them around school readiness and literacy. Each kit includes school supplies, an age-appropriate book and information for families.



## Drives that make a difference

Each year, Pitney Bowes colleagues support their communities through onsite drives and collections to help underserved students and their families. In 2022, seasonal drives were conducted at more than a dozen Pitney Bowes sites. We thank all the champions who led these efforts and the many colleagues who found ways to participate virtually or with social distancing in mind.

Back-to-school drives were conducted in Sydney, Australia, for Willmot Public School and in Stamford, Connecticut for the Boys & Girls Club. Charlotte, North Carolina, volunteers conducted a two-week pencil and paper drive to help our local “**Classroom Central**,” which collects school supplies and then allows local teachers to come shop for their classrooms for free. Shelton, Connecticut, colleagues fulfilled teachers’ wish lists for the Irving and Bradley Schools in Derby, Connecticut.

Food drives were conducted by our Stamford, Connecticut, colleagues for the **Food Bank of Lower Fairfield County**; by our Madison, Wisconsin, colleagues for **The River Food Pantry**, the busiest Food Pantry in South Central Wisconsin, which serves more than 2,000 people each week.

Holiday gift drives were conducted in New Zealand for children served by the Catalytic Foundation. Catalytic Foundation. Each child received something to love, something to play with, something for school, something to wear and essential items like toothbrush/

toothpaste, shampoo/conditioner and body wash. In Poland, 19 seniors in need of support received care packages of food, cleaning and personal care supplies along with festive bags with sweets, Christmas cake, and fruits as well as a warm blanket and a new pot. Stamford, Connecticut, Orlando and Miami, Florida, and Las Vegas, Nevada, colleagues donated toys for children in their communities through **Toys for Tots**. Grand Prairie, Texas, colleagues donated food and toys for families in need through **Mission of Arlington Metroplex**. Our colleagues in Levittown, Pennsylvania, partnered with the **Salvation Army** to provide families with gloves, socks, hats, scarves and family board games during the season. Rancho Dominguez, California, team members adopted a family and fulfilled the wishes of five children and also collected toys for patients in the **Children’s Hospital Los Angeles**. Phoenix, Arizona, team members donated toys through **Arizona Helping Hands**. Shelton, Connecticut, colleagues donated to **Team Inc.’s Toys 4 Kids** annual holiday drive. Reading, Pennsylvania, employees provided toys for 216 children from 61 families.

Care packages were created by our colleagues in Poland for senior citizens and also for refugees from Ukraine. Donated items included clothing, bedding, food, cleaning products, small appliances, kitchenware, first aid supplies and gifts for those in need through organizations such as **The Care Center** in Pewel Mala.

Often the donated items were accompanied by encouraging notes written by our colleagues.

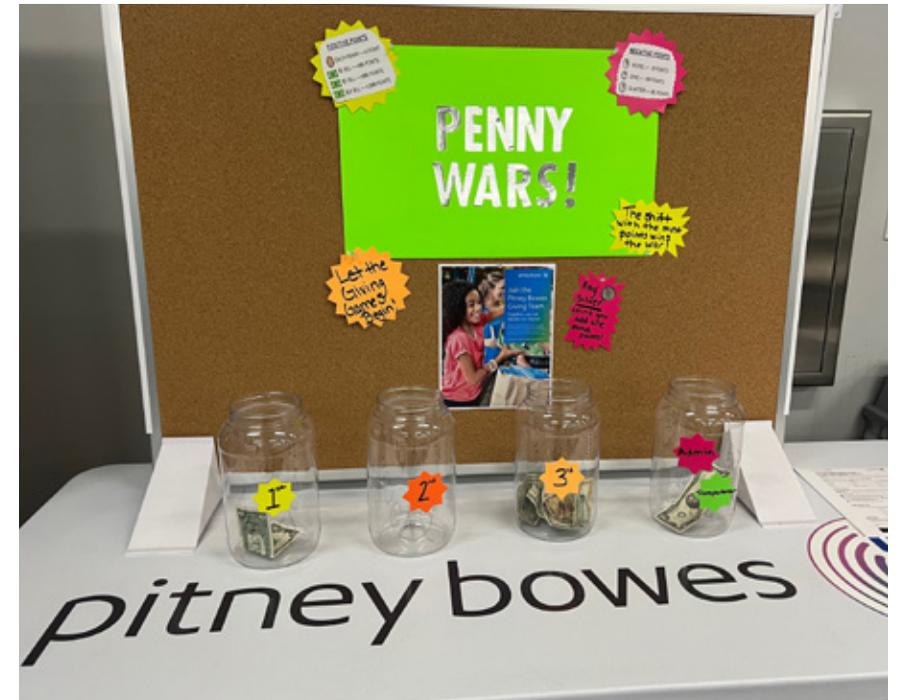


## Doubling our team members' giving around the globe

Each year, Pitney Bowes colleagues in the U.S., U.K., Canada, Australia, India and Japan give generously to charities through our giving programs. Our annual giving campaign, conducted in partnership with United Way Worldwide for more than 75 years, allows employees to direct their support to specific initiatives and organizations and have their contributions matched by the Pitney Bowes Foundation. Education, workforce development and health are consistently among their top priorities.

Our latest campaign resulted in \$1.4 million USD in donations to the United Way, the Pitney Bowes Relief Fund, Red Cross/Red Crescent Societies and more than 1,000 other charities around the world, thanks to employee pledges and Foundation matching gifts. Through the matching gifts program, the company facilitates employee charitable giving through payroll deduction in several countries, and the Pitney Bowes Foundation matches employee giving in all participating locations. And since the company pays all administrative costs, 100 percent of our employees' contributions and the Pitney Bowes Foundation's matching funds go directly to charity. We celebrated this long-honored tradition with special events throughout Pitney Bowes offices and facilities to raise awareness of the campaign and inform colleagues about community needs through our partnership with the United Way. Creative campaign activities ranged from walkathons to silent auctions, penny wars to educational programs (e.g., the United Way's virtual poverty simulation experience), costume and trivia contests, fall festivals, celebrations of Halloween, Thanksgiving and Diwali and more.

[Read more about Pitney Bowes volunteers here.](#)





## Local community support

### Helping those in need

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

### Food security

Increased resources are needed to address food insecurity in our communities worldwide. Supply chain issues and inflation have led to increased food costs at a time when many COVID-19 social support programs are ending. To address this need, Pitney Bowes launched a new effort to support food banks through Feeding America and local municipalities/NGOs through donations of food and volunteerism in 2023.

Our annual business unit kick-off meetings this year included snack pack assembly volunteer activities. Our Presort Services team assembled nearly 300 snack packs to provide students in Las Vegas, Nevada, with the nourishment they need to succeed. Our Global Ecommerce and SendTech teams did similar activities for students in Austin, Texas, and Stamford, Connecticut, respectively.

In 2022, many sites conducted food drives and assembled healthy snack kits for students as part of their volunteer efforts. In addition, our Finance and U.S. home office colleagues assembled healthy snack packs for students in partnership with their local United Ways.



### Partnerships



Since 1955, **United Way** has played an invaluable role in our volunteer and giving programs. Our interests are aligned with United Way's mission to improve lives by mobilizing the caring power of communities around the world to advance the common good of community, education, and literacy. United Way's deep expertise, global presence, and understanding of critical community needs provide a substantial boost to the effectiveness of our giving, advocacy, and volunteering. Throughout the past year, United Way's 211 network continued to connect millions to much-needed local resources and information.



We support the American Red Cross' mission to provide lifesaving services to those affected by natural disasters and personal tragedies. We have supported the Red Cross since the 1950s through our annual employee giving campaigns in the U.S. In addition, in 2022 a team of employees from several countries volunteered with the Red Cross and the Missing Maps project, an open, collaborative effort to map areas where humanitarian organizations strive to meet the needs of people who live at risk of disasters and crises.



## Disaster relief

Pitney Bowes and our employees consistently respond to natural disasters and other tragedies in thoughtful and generous ways. In the United States, this includes support of employees and public charities through the Pitney Bowes Relief Fund. Outside the U.S., we conduct global appeals to support organizations such as the Red Cross/Red Crescent Society, with matching funds provided by the Pitney Bowes Foundation. In recent years our global appeals have addressed tragedies including the Australia bushfires; earthquakes in Haiti, China and Italy; the earthquake and tsunami in Japan; flooding in Pakistan; the typhoon in the Philippines. In 2022, a similar campaign supported the Ukraine humanitarian crisis and, in 2023, relief for those impacted by the earthquakes in Turkey.

## Blood donations

For years we have encouraged employees who can do so to donate blood regularly to help ensure that this life-saving resource is available when a disaster strikes.

## Providing access to food, shelter and health care

The Pitney Bowes Relief Fund and Pitney Bowes Foundation regularly provide funding to organizations that help low-income individuals and families gain access to healthy, nourishing food, affordable medical and mental health care, shelter for those in transition, and special services for women and children at risk. This includes our long partnership with United Way through programs such as ALICE (Asset Limited, Income Constrained, Employed) that target support to individuals and families facing hardships.

## Ukraine humanitarian relief



**Save the Children**



**ICRC**



In response to the Ukraine humanitarian and refugee crisis, Pitney Bowes colleagues around the world have asked how they can help, so in 2022 we launched a global appeal in support of the International Committee of the Red Cross, International Rescue Committee and Save the Children.

## India Assam Flood relief

The state of Assam faced catastrophic floods and landslides in 2022. Pitney Bowes Assam Flood Disaster Response in collaboration with United Way Mumbai helped the community in Assam to 'Build Back Better.' United Way Mumbai responded with immediate relief as well as long-term rehabilitation measures. Our employees provided support for immediate relief, which included hygiene kits, ration kits, non-food items, non-electric water filters, and medical camps.



**Pitney Bowes  
Relief Fund**

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 U.S. Employee Giving Campaign. To date, the Fund has distributed more than \$3 million to provide food, shelter, clothing and medical care as well as referrals to community-based resources for additional support. Pitney Bowes pays all administrative expenses, so 100 percent of employee contributions and matching funds go directly to help those in need.

Following the devastation in Florida and Puerto Rico as a result of storms Fiona and Ian, Pitney Bowes and the Pitney Bowes Relief Fund expedited grants to the Red Cross in support of relief and recovery efforts. In 2022 the Relief Fund again provided support to food banks, the American Red Cross (including support for the Texas winter storm), the U.S. Fund for UNICEF (child refugee and migrant services), the California Community Foundation (California wildfire relief), and Silver Source (supporting vulnerable elders in our home office community), as well as Feeding America.

## Recognition



### Governor's Prevention Partnership (Connecticut)

In December 2022, Pitney Bowes and Leigh Walton, VP, Global Government Affairs, were recognized by The (Connecticut) Governor's Prevention Partnership for our longstanding support of their mission of advancing mentoring opportunities for special populations of youth. Leigh has represented Pitney Bowes on the Partnership's Board of Directors since 2010, most recently serving as its co-chair. In 1989, the company gave start-up funding to the Partnership's predecessor organization, DRUGS DON'T WORK!, and we have actively supported them ever since to keep young people safe and on a path to success. Most recently, the Pitney Bowes Foundation was founding partner of a pilot program to ensure mentoring practices were inclusive of the LGBTQ+ community and received the Partnership's 2020 Champions of Inclusivity Award.



### United Way of Greater Richmond & Petersburg, Virginia

For our consistent support of the community, Pitney Bowes received the United Way Group Community Impact Award as part of the 2022 United Way Steps to Success Awards for dedication and commitment to transforming lives in the community. The award was accepted by Allen Davis, who has been the devoted champion of the facility's partnership with United Way for nearly 10 years.



### Girl Scouts of Connecticut

Polly O'Brien Morrow, Senior Program Manager of Global Corporate Citizenship & Philanthropy and Vice President of the Pitney Bowes Foundation, received the Legacy of Leadership Award from the Girl Scouts of Connecticut (GSOFCT) at a luncheon that celebrated 110 Years of Girl Scouts. The awards honor women of leadership who exemplify Girl Scout values in their community and/or workplace, paving the way for all girls in our communities to thrive. Through Polly's work at Pitney Bowes, the Pitney Bowes Foundation has supported Girl Scouts Robotics programs, which nurture the release of girls' inner go-getters, innovators, risk-takers, and leaders.



## Memberships

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

### CECP: Chief Executives for Corporate Purpose [cecp.co](http://cecp.co)

CECP is a CEO-led coalition that helps companies develop social strategies to engage with key stakeholders including employees, communities, investors, and customers. Founded in 1999 by actor and philanthropist Paul Newman, CECP has grown to a movement of more than 200 of the world's largest companies.

### ACCP: Association of Corporate Citizenship Professionals [accp.org](http://accp.org)

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

### Boston College Center for Corporate Citizenship [ccc.bc.edu](http://ccc.bc.edu)

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

### Candid [candid.org](http://candid.org)

Every year, millions of nonprofits spend trillions of dollars around the world. Through research, collaboration, and training, Candid connects people who want to change the world to the resources they need to do it. Foundation Center and GuideStar joined forces to become Candid in 2019.

### Council on Foundations [cof.org](http://cof.org)

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

### Points of Light Foundation [pointsoflight.org](http://pointsoflight.org)

The Points of Light Foundation is an international nonprofit dedicated to creating a global culture of volunteering and helping organizations maximize the effectiveness of their volunteer services and programs.



## Mentor

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

## Performance 2022

### Total giving

- Pitney Bowes Foundation, Pitney Bowes Relief Fund and corporate contributions: \$3.6 million
- Pitney Bowes Foundation Literacy and Education grants: \$1.9 million
- Pitney Bowes Foundation Volunteer grants: \$153,000
- Total donations through employee giving and match gifts: \$ to nonprofits in the U.S., Canada, U.K., India, Japan, Australia and New Zealand: \$1.4 million
- Corporate contributions in support of charitable causes: \$532,000

In addition, aggregate value of employee volunteerism: \$1.764 million / more than 18 thousand hours (includes hands-on and skill-based volunteer activities as well as nonprofit board service)

### Pitney Bowes Foundation grants program results

	2021	2020	2019	2018	2017
Number of organizations that received grants	100	114	137	136	135
Number of students directly impacted by Pitney Bowes grants	210,222 (A)	196,865 (A)	117,704	111,253	154,785
Number of teachers directly impacted by Pitney Bowes grants	3,313	3,652	3,421	3,388	4,142
Hours of student enrichment	3,182,257 (B)	2,178,272 (B)	4,004,567	4,015,636	4,299,947

**(A)** The increase from 2019 to 2020 and 2021 reflects the impact of the virtual learning component which increases the number of students able to participate.

**(B)** Due to the effects of COVID in 2020, not all agencies were able to fully implement programming within their expected timeframe and/or track learning hours. In 2021, we see an increase in hours of student enrichment as agencies adapted programs to a virtual learning environment.

# Appendix

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## In this section

- Supporting the United Nations Sustainable Development Goals
- GRI content index
- Task Force on Climate-related Financial Disclosures
- EEO-1 summary



## Supporting the United Nations Sustainable Development Goals

Pitney Bowes is committed to the United Nations Sustainable Development Goals (SDGs) and recognizes the vital importance in building a sustainable future. With a clear sense of purpose, we are actively driving initiatives to make forward progress. Of the UN's 17 SDGs, we have identified nine which align with our business' focus and accordingly where we have the greatest opportunity to influence progress toward the goals. They include the following:

### SDG



At Pitney Bowes, we seek to conduct our business in a manner that contributes to the well-being of all our stakeholders, including clients, employees and communities. Our activities do not directly involve the use, production or emission of substances that pose significant threats to public health or the environment.

We have an Environmental Product Compliance process to ensure compliance with applicable external standards including RoHS, REACH, WEEE and POP legislation. We also work proactively to minimize potential risks associated with our expanding vehicle fleet.



Today, we apply our values of fairness, partnership, and community service around the world through the work of the Pitney Bowes Foundation and the generous participation of employees.

We focus our philanthropy on literacy and education, supporting programs in underserved school districts to help overcome social and economic inequality.

Our grants, volunteering and partnerships with proven non-profits span every stage from early childhood to workforce development, including literacy, STEM (Science, Technology, Engineering and Math) and entrepreneurship education.

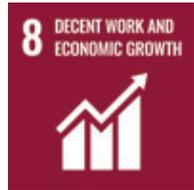


Pitney Bowes strives to maintain a diverse, inclusive and safe workplace, with equitable opportunities for growth and development, supported by strong compensation, benefits and health and wellness programs, and by programs that build connections between our employees and their communities.

We believe that a diverse workforce and leadership are critical to our success. We celebrate a rich mix of countries, cultures, ages, races, ethnicities, gender identities, sexual orientation, abilities and perspectives that showcase our humanity, differentiate us as individuals and enhance our businesses.



We are committed to increasing our reliance on renewable energy at our sites. We work to improve energy efficiency throughout our operations with an overall objective of achieving carbon neutrality by 2040.



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

We continue to partner with vocational and technical schools and other organizations to reach diverse pools of talent; develop virtual processes to replace in-person facility visits, interviews and internships; and develop new social content on health and wellness for the benefit of all employees.

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



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



We strive to reduce the environmental impact of our products and packaging by using natural resources carefully, prioritizing the use of recyclable substances, and requiring suppliers to be environmentally responsible as well. We have an Environmental Product Compliance program that monitors, surveys and enforces compliance with international environmental and public health regulations and standards, including RoHS, REACH, WEEE and POP. We follow the waste hierarchy and seek to minimize the quantity of material we use while maximizing the percentage of post-consumer recycled and recyclable content. We design our products for a long life cycle and have a long history of remanufacturing, reuse, recycling and waste minimization. We report regularly on our environmental performance and work continuously to improve our practices, including our current work to define new long-term sustainability objectives and align our reporting to the latest international standards.



We acknowledge the potentially damaging impacts of climate-related events. Through our sustainability programs, we strive to mitigate their impact.



We work to minimize both the amount of packaging we use and the impact of packaging production on the natural environment. We work with responsible cardboard-based packaging suppliers and prioritize the use of sustainability-certified products.

## GRI content index

Pitney Bowes has reported in reference to the GRI Standards for the period 1 January 2022 to 31 December 2022.

### General standard & disclosure

### Response/location

General standard & disclosure	Response/location
GRI 2: General Disclosures 2021	
2-1 Organizational details	Pitney Bowes Inc.: 3001 Summer Street, Stamford, Connecticut 06926 Facilities Worldwide: See our website for a full list of office locations. Publicly traded company listed on the New York Stock Exchange (PBI).
2-2 Entities included in the organization's sustainability reporting	This report covers Pitney Bowes Inc. and its subsidiaries.
2-3 Reporting period, frequency and contact point	Reporting period: January 1, 2022 - December 31, 2022 Frequency: Annual Contact Point: <a href="mailto:community.involvement@pb.com">community.involvement@pb.com</a>
2-4 Restatements of information	There were no restatements of information in 2022.
2-5 External assurance	Our GHG emissions (scope 1, 2 & 3) and energy usage data that are reported through CDP have been externally verified to receive limited assurance validation.
2-6 Activities, value chain and other business relationships	Pitney Bowes Inc. (we, us, our, or the company) is a global shipping and mailing company that provides technology, logistics, and financial services to small and medium sized businesses, large enterprises, including more than 90 percent of the Fortune 500, retailers and government clients around the world. These clients rely on us to remove the complexity and increase the efficiency in their sending of mail and parcels. For additional information, see our 10-K: <a href="https://www.investorrelations.pitneybowes.com/node/28396/html">https://www.investorrelations.pitneybowes.com/node/28396/html</a>

## General standard &amp; disclosure

## Response/location

General standard & disclosure		Response/location
GRI 2: General Disclosures 2021	2-7 Employees	Total employees: More than 11.000 For more information, see Our team's journey on <a href="#">page 35</a> .
	2-8 Workers who are not employees	We also rely on a contingent hourly workforce to supplement our full-time workforce to meet fluctuating demand. For more information, see our 2022 Annual Report: <a href="https://www.investorrelations.pitneybowes.com/financial-information/annual-reports">https://www.investorrelations.pitneybowes.com/financial-information/annual-reports</a>
	2-9 Governance structure and composition	See Governance <a href="#">pages 9-10</a> .
	2-10 Nomination and selection of the highest governance body	See Governance <a href="#">pages 9-10</a> .
	2-11 Chair of the highest governance body	See Governance <a href="#">pages 9-10</a> .
	2-12 Role of the highest governance body in overseeing the management of impacts	See Governance <a href="#">pages 9-10</a> .
	2-13 Delegation of responsibility for managing impacts	See Governance <a href="#">pages 9-10</a> .
	2-14 Role of the highest governance body in sustainability reporting	See Governance <a href="#">page 4</a> .
	2-15 Conflicts of interest	See Governance <a href="#">page 9</a>
	2-16 Communication of critical concerns	See Pitney Bowes Business Practices Guidelines <a href="#">page 10</a> .
	2-17 Collective knowledge of the highest governance body	See <a href="#">Governance section</a> .
	2-18 Evaluation of the performance of the highest governance body	See <a href="#">Governance section</a> .
2-19 Remuneration policies	Information on our 2022 director and executive compensation can be found in our 2023 <a href="#">Proxy Statement</a> on pages 81-103.	

## General standard &amp; disclosure

## Response/location

General standard & disclosure	Response/location
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration Information on our 2022 director and executive compensation can be found in our 2023 <a href="#">Proxy Statement</a> on pages 81-103.
	2-21 Annual total compensation ratio The 2022 ratio between the annual total compensation of our CEO and the annual total compensation of our median employee was 131:1. For more information, see our 2023 <a href="#">Proxy Statement</a> , page 96.
	2-22 Statement on sustainable development strategy See President & CEO Letter <a href="#">page 3</a> .
	2-23 Policy commitments <ul style="list-style-type: none"> <li>• <a href="#">Pitney Bowes Business Practices Guidelines</a></li> <li>• <a href="#">Global Human Rights Policy</a></li> <li>• <a href="#">Global Environmental Health and Safety Policy</a></li> </ul>
	2-24 Embedding policy commitments See Governance <a href="#">page 9-10</a> .
	2-25 Processes to remediate negative impacts See <a href="#">Environmental Stewardship</a> section.
	2-26 Mechanisms for seeking advice and raising concerns See Pitney Bowes Business Practices Guidelines <a href="#">page 10</a> .
	2-27 Compliance with laws and regulations In 2022, Pitney Bowes had no significant non-compliance with laws and regulations
	2-28 Membership associations Advocacy: <a href="https://www.pitneybowes.com/us/our-company/corporate-responsibility/advocacy.html">https://www.pitneybowes.com/us/our-company/corporate-responsibility/advocacy.html</a>
	2-29 Approach to stakeholder engagement We take comprehensive steps to act as a responsible corporate citizen and address our specific responsibilities on Environmental, Social and Governance (ESG) issues. Our commitments span the range of ESG areas, including environmental sustainability; employee safety; diversity, equity, and inclusion; ethics and compliance; community involvement; and philanthropy. As we address these responsibilities, we consider our multiple stakeholders, including our clients, our employees, our vendors, and the communities where we operate. To serve our stakeholders effectively, we have established management processes to provide oversight in every aspect of our responsibilities while also maintaining a holistic view of the entire area. These processes include permanent management level committees, the Pitney Bowes Governance Committee, and the full Pitney Bowes Board of Directors. We also do deep dives on particular ESG issues with either the full Board or specific designated committees.
	2-30 Collective bargaining agreements <a href="#">Pitney Bowes support for employee rights is articulated in the Company's Global Human Rights Policy.</a>

## General standard &amp; disclosure

## Response/location

General standard & disclosure	Response/location	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	See Our approach to ESG <a href="#">page 4</a> .
	3-2 List of material topics	See Our approach to ESG <a href="#">pages 5-6</a> .
	3-3 Management of material topics	See Our approach to ESG <a href="#">page 4</a> .
GRI 301: Materials 2016	301-3 Reclaimed products and their packaging materials	See Environmental stewardship <a href="#">page 25</a> .
GRI 302: Energy 2016	302-1 Energy consumption within the organization	See Environmental stewardship <a href="#">page 31</a> .
	302-2 Energy consumption outside of the organization	See Environmental stewardship <a href="#">page 31</a> .
	302-3 Energy intensity	See Environmental stewardship <a href="#">page 31</a> .
	302-4 Reduction of energy consumption	See Environmental stewardship <a href="#">page 31</a> .
	302-5 Reductions in energy requirements of products and services	See Environmental stewardship <a href="#">page 22</a> .

## General standard &amp; disclosure

## Response/location

General standard & disclosure		Response/location
303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	See Environmental stewardship <a href="#">page 28</a> .
	303-2 Management of water discharge-related impacts	See Environmental stewardship <a href="#">page 28</a> .
	303-3 Water withdrawal	See Environmental stewardship <a href="#">page 32</a> .
	303-4 Water discharge	See Environmental stewardship <a href="#">page 32</a> .
	303-5 Water consumption	See Environmental stewardship <a href="#">page 32</a> .
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	See Environmental stewardship <a href="#">page 25</a> .
	304-2 Significant impacts of activities, products and services on biodiversity	See Environmental stewardship <a href="#">page 25</a> .
	304-3 Habitats protected or restored	See Environmental stewardship <a href="#">page 25</a> .
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	See Environmental stewardship <a href="#">page 25</a> .

## General standard &amp; disclosure

## Response/location

General standard & disclosure	Response/location	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	See Environmental stewardship <a href="#">page 29</a> .
	305-2 Energy indirect (Scope 2) GHG emissions	See Environmental stewardship <a href="#">page 29</a> .
	305-3 Other indirect (Scope 3) GHG emissions	See Environmental stewardship <a href="#">page 29</a> .
	305-4 GHG emissions intensity	See Environmental stewardship <a href="#">page 29</a> .
	305-5 Reduction of GHG emissions	See Environmental stewardship <a href="#">page 29</a> .
	305-6 Emissions of ozone-depleting substances (ODS)	See Environmental stewardship <a href="#">page 29</a> .
	305-7 Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	See Environmental stewardship <a href="#">page 29</a> .
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	See Environmental stewardship <a href="#">page 33</a> .
	306-2 Management of significant waste-related impacts	See Environmental stewardship <a href="#">page 33</a> .
	306-3 Waste generated	See Environmental stewardship <a href="#">page 33</a> .
	306-4 Waste diverted from disposal	See Environmental stewardship <a href="#">page 33</a> .
	306-5 Waste directed to disposal	See Environmental stewardship <a href="#">page 33</a> .

**General standard & disclosure**

**Response/location**

GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	See Responsible sourcing <a href="#">page 62</a> .
	308-2 Negative environmental impacts in the supply chain and actions taken	See Responsible sourcing <a href="#">page 62</a> .
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	See Our team's journey <a href="#">pages 51 - 54</a> .
	403-2 Hazard identification, risk assessment, and incident investigation	See Our team's Journey <a href="#">page 52</a> .
	403-3 Occupational health services	See Our team's journey <a href="#">pages 51 - 54</a> .
	403-4 Worker participation, consultation, and communication on occupational health and safety	See Our team's journey <a href="#">pages 51 - 54</a> .
	403-5 Worker training on occupational health and safety	See Our team's journey <a href="#">pages 51 - 54</a> .
	403-6 Promotion of worker health	See Our team's journey <a href="#">pages 51 - 54</a> .
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	See Our team's journey <a href="#">pages 51 - 54</a> .
	403-8 Workers covered by an occupational health and safety management system	See Our team's journey <a href="#">pages 51 - 54</a> .
	403-9 Work-related injuries	See Our Team's Journey <a href="#">page 55</a> .
	403-10 Work-related ill health	See Our Team's Journey <a href="#">page 55</a> .

## General standard &amp; disclosure

## Response/location

General standard & disclosure	Response/location
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee See Our team's journey pages <a href="#">49 - 51</a>
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees See Our team's journey <a href="#">page 36</a> .
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs See Community impacts <a href="#">pages 71 - 91</a> .
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories See Environmental stewardship <a href="#">page 23</a> .
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services See Environmental stewardship <a href="#">page 23</a> .
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling See Environmental stewardship <a href="#">page 23</a> .
	417-2 Incidents of non-compliance concerning product and service information and labeling See Environmental stewardship <a href="#">page 23</a> .
	417-3 Incidents of non-compliance concerning marketing communications See Environmental stewardship <a href="#">page 23</a> .
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data See Governance <a href="#">page 11</a> .

## Task Force on Climate-related Financial Disclosures correspondence table with CDP answers

Core element	Disclosure	CDP coverage
Governance	G.a) Disclose the role of the board of the organization in overseeing climate-related issues.	C1.1, C1.1a and C1.1b
	G.b) Disclose the role of management in assessing and managing climate-related issues.	C1.2, C1.3, C1.3a, and C2.2
Strategy	S.a) Disclose the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	C2.3, C2.3a, C2.4 and C2.4a
	S.b) Disclose the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	C2.3, C2.3a, C2.4, C2.4a, C3.3, C3.4
	S.c) Disclose the resilience of the organization's strategy, taking into consideration different climate-related scenarios including a 2 °C or lower scenario.	C3.1, C3.2, C3.2a
Risk management	R.a) Describe the organization's processes for identifying climate-related risks.	C2.1, C2.1a, C2.2, C2.2a
	R.b) Describe the organization's processes for managing climate-related risks.	C2.2, C2.2a
	R.c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	C2.2, C2.2a, C3.1, C3.1a
Metrics & targets	M.a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	C4.1a, C4.1b, C4.2, C4.2a, C4.2b, C4.2c
	M.b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	C6.1, C6.2, C6.3, C6.4, C6.5, C7.1, C7.1a, C7.2, C7.3, C7.3a, C7.3c, C7.5, C7.6, C7.6a, C7.6c, C7.9, C7.9a, C7.9b
	M.c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	C4.1, C4.1b, C4.2, C4.2a, C4.2b, C4.2c

# 2022 EEO-1 summary

Doing the right thing, the right way includes acting in ways to promote equity, diversity and inclusion. We believe corporations play an important role in contributing to society and driving positive change in the world. We hold ourselves accountable, through transparency and integrity.

c. EIN= 060495050

**SECTION E - ESTABLISHMENT INFORMATION**  
 NAICS: 551114 - Corporate, Subsidiary, and Regional  
 Managing Offices

**SECTION D - EMPLOYMENT DATA**

JOB CATEGORIES	HISPANIC OR LATINO		NOT-HISPANIC OR LATINO											OVERALL TOTALS	
			***** MALE *****						***** FEMALE *****						
	MALE	FEMALE	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE		TWO OR MORE RACES
EXECUTIVE/SR OFFICIALS & MGRS	1	1	61	3	0	5	0	0	24	2	0	4	0	0	101
FIRST/MID OFFICIALS & MGRS	114	65	517	89	5	67	2	0	270	61	4	20	4	0	1218
PROFESSIONALS	58	60	524	30	0	135	0	0	423	61	1	58	1	0	1351
TECHNICIANS	98	2	484	90	1	45	3	0	39	7	0	0	2	0	771
SALES WORKERS	25	4	236	21	1	7	2	0	114	11	1	5	1	0	428
ADMINISTRATIVE SUPPORT	11	45	101	6	1	7	2	0	255	28	0	12	3	0	471
CRAFT WORKERS	1	0	7	1	0	2	0	0	0	0	0	0	0	0	11
OPERATIVES	484	1015	975	639	6	309	15	0	956	616	11	282	14	0	5322
LABORERS & HELPERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERVICE WORKERS	6	3	11	3	0	0	0	0	5	1	0	0	0	0	29
TOTAL	798	1195	2916	882	14	577	24	0	2086	787	17	381	25	0	9702
PREVIOUS REPORT TOTAL															

**SECTION F - REMARKS**

DATES OF PAYROLL PERIOD: 12/18/2021 THRU 12/31/2021

**SECTION G - CERTIFICATION**

CERTIFYING OFFICIAL: Kathryn Carrigan  
 EMAIL: kathryn.carrigan@pb.com  
 EEO1 REPORT CONTACT PERSON: Kathryn Carrigan  
 EMAIL: kathryn.carrigan@pb.com

**CERTIFIED DATE [EST]: 5/16/2022 1:48 PM**

TITLE: EEO, AA & HR Compliance Manager  
 PHONE: 203-922-6166  
 TITLE: EEO, AA & HR Compliance Manager  
 PHONE: 203-922-6166

**United States**

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