

ESG Report 2021





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

Fellow stakeholders:

A few months ago, I was speaking with several leaders at Pitney Bowes about what makes our company so special and why I'm so passionate about it. Of course, there are a lot of reasons: a long history of service to clients; a safe, successful workplace for our teammates; and an amazing capacity to change with the times. But underneath that, there is something more—the opportunity to prove that doing the right thing the right way is a great way to do business. And the better we do it, the better we can be both a successful enterprise and a model citizen for the 21st century.

We've done well despite the challenges of the past several years thanks to a focused business model, an empathic culture, and employees at every level who regularly rise to the occasion with a combination of innovation and grit that inspires me every day.

We remain committed to safeguarding our colleagues while delivering quality and value for our clients and a good return for our investors. At the same time, we are steadily raising the bar on environmental, social and governance matters in keeping with our responsibilities as employer, neighbor and corporate citizen. This broad

effort spans environmental sustainability; employee safety; diversity, equity, and inclusion; ethics and compliance; community involvement; and philanthropy.

We measure our performance against the highest ESG standards and increasingly align our reporting with leading international benchmarks including the Global Reporting Index, the United Nations Sustainable Development Goals, and the Task Force on Climate-Related Financial Disclosures. Equally important, our governance structures support these commitments. Our diverse, highly skilled board encompasses a range of knowledgeable viewpoints, with women serving as four of our eight independent directors and chairing two of the four board committees.

Since announcing our commitment to achieve carbon neutrality by 2040, we have taken further steps to reduce energy consumption, accelerate our move to renewables and increase the transparency of our reporting. Starting with this document, our coverage of CO2 emissions will include not only direct Scope 1 and 2 emissions from our operations, but also indirect Scope 3 across our entire value chain.

We have also reexamined the ways we work together, driving new modes of onsite and remote collaboration under a unified system we call PB@Work. This approach capitalizes on our rich culture of diversity and inclusion, encouraging and supporting everyone in our organization to be their authentic selves. Our diverse workforce is efficient, productive and highly engaged—as is the increasingly diverse supplier base that we have cultivated to bring greater opportunities to the businesses we work with.

We bring this same commitment to the communities where we operate, with a special focus on the critical issues of literacy and education. Last year our signature volunteer program, Dedication to Education, mobilized teams in seven countries for programs that advanced childhood literacy and educational opportunity. Closer to home, the Fairfield County Business Collaborative for Education Equity (a joint venture with other nearby business leaders) raised more than \$1.4 million for use in programs dealing with early childhood education, summer learning, college readiness, and food insecurity.

We also continue to earn honors from our peers. Last year we placed on three Forbes lists: World's

Best Employers, America's Best Employers for Diversity, and America's Best Employers for Women. Other recognition came from diverse sources: The Wall Street Journal (Top 250 Best Managed Companies in America), Human Rights Campaign (Best Places to Work for LGBTQ+ Equality), Climate Leadership Awards (Excellence in Greenhouse Gas Management), to name a few.

None of this would be possible without the people of Pitney Bowes. At the heart of everything we do—and our standing as an essential company—are colleagues dedicated to living our values for our clients, our shareholders, our communities and each other. Their steadfast commitment and joy in working together are key to our ability to stay on course and deliver results we can be proud of—leading responsibly and creating opportunities for others as well as ourselves. Our approach continues to fuel our progress. We hope it will inspire others as well.

MARC B. LAUTENBACH



Governance How we operate

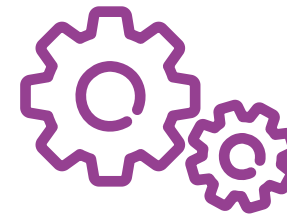
Our core value statement, "We do the right thing, the right way," is the north star we use in our interactions with our clients, business partners, shareholders, employees and communities.

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



Ethics Help Line

24 hours a day
7 days a week
140 languages



Business continuity

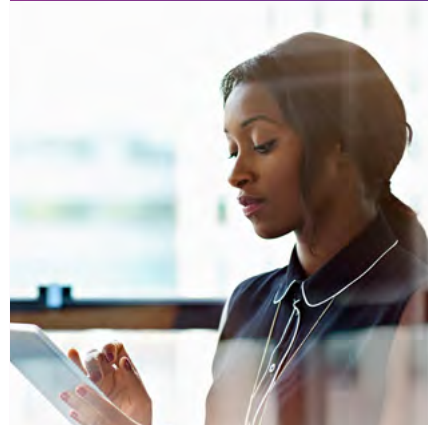
Code of Conduct

Pitney Bowes
Business
Practices
Guidelines

Enterprise Risk
Management
program (ERM)



Training provided
to employees



Values and ethics

Accountability and oversight

Ethics and
Compliance
Review
Committee

Governance

Pitney Bowes corporate governance emphasizes accountability, oversight and sound operating principles to build trust among our clients, shareholders, employees, and communities.

Our key corporate governance practices include:

Thoughtful Board Composition

- ✓ Diverse and highly skilled board with a range of viewpoints and with women serving as 4 of the 8 independent directors and chairing two of the four board committees
- ✓ Annual consideration of board composition to ensure appropriate mix of board tenure, skills and experience
- ✓ Board refreshment

Independence

- ✓ Separate Chairman and CEO
- ✓ Independent board members: All directors are independent other than the CEO
- ✓ Executive sessions at board and committee meetings

Shareholder Rights

- ✓ Majority voting in uncontested director elections
- ✓ Annual election of directors

Strong Corporate Governance Practices

- ✓ Stock holding requirements
- ✓ No hedging or pledging
- ✓ Responsive and active shareholder engagement with regular participation by directors
- ✓ Annual board assessments to align director skills with company needs

Board composition, director qualifications, and board refreshment

The board of directors believes that, as a whole, the board should include individuals with a diverse range of experience to give the board depth and breadth in the mix of skills represented for the board 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, as described below. Therefore, the board of directors and the Governance Committee consider the qualifications of directors and nominees both individually and in the context of the overall composition of the board of directors. The board believes all directors should demonstrate integrity and ethics, business acumen, sound judgment, and the ability to commit sufficient time and attention to the activities of the board of directors, as well as the absence of any conflicts with our interests. The board also believes that it is advisable to maintain a board that includes both experienced directors with extensive knowledge of the company's businesses, as well as newer directors who can refresh the board's collective experience and expertise as business needs require.

Board committees

The Board's Audit, Executive Compensation, Finance and Governance Committees are each comprised entirely of independent directors, and have a set of clearly defined responsibilities laid

out in the charters of the respective committees. 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 act on matters concerning management of the business which 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 risk management, including identification and mitigation planning. The company has an enterprise risk management 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.

Investor outreach

It is our practice to contact many of our stockholders over the course of the year to seek their views on various governance topics and executive compensation matters, including our approach to board composition and tenure, the strategic modifier in compensation, and the company's approach to Environmental, Social and Governance ("ESG") including climate change matters. Our investors generally have provided positive feedback on our approach to these various topics. Our comprehensive stockholder engagement program is supplemented by our year-round investor relations outreach program that includes post-earnings communications, one-on-one conferences, individual meetings and general availability to respond to investor inquiries. We also periodically engage proxy advisory firms for their viewpoints. The multifaceted nature of this program allows us to maintain meaningful engagement with a broad audience, including large institutional investors, smaller to mid-size institutions, pension funds, advisory firms, and individual investors.

Additional information regarding the Company's approach to governance can be found in our proxy, at pitneybowes.com under the caption Investor Relations, and on our website at pitneybowes.com under Our Company > Leadership & Governance.

Environment, Social and Governance responsibility and oversight

We take comprehensive steps to act as a responsible corporate citizen and address our specific responsibilities on Environmental, Social and Governance (ESG) issues. Our commitments span the range of ESG areas, including environmental sustainability; employee safety; diversity, equity, and inclusion; ethics and compliance; community involvement; and philanthropy. As we address these responsibilities, we consider our multiple stakeholders, including our clients, our employees, our vendors, and the communities where we operate. To serve our stakeholders effectively, we have established 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.



Values and ethics

Laws and policies change, but one thing that does not change is our commitment to maintaining honest, fair and respectful relationships with our clients, business partners, investors, co-workers, and the communities in which we are located. We continually provide education and training for employees not only to ensure that they are aware of the company's expectations of conduct, but also to provide them with the tools they need to succeed in an ethical and legally compliant culture. Our training classes, policies, code of conduct, reporting and advice channels, and management support provide employees with the guidance they need to be able to do the right thing when faced with difficult choices. We expect our senior management to model these behaviors and demonstrate their personal commitment to a culture of integrity. We regularly take a step back to consider changes in our business and in the world around us and what they mean for ethics and compliance, and then evolve our ethics and compliance programs.

Code of conduct

The Pitney Bowes Business Practices Guidelines is our code of conduct and provides an overview of 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.

Ethics and Compliance Review Committee

Our Ethics and Compliance Review Committee meets regularly to monitor and support business and functional unit compliance with regulatory mandates that affect their operations (for example, regulations governing government contracts or disposal of product components). The committee includes senior leaders who span corporate functions and business units. The committee meets with the senior management of each business unit to ensure that those leaders are an integral part of discussions about compliance within their businesses. These meetings ensure that we have individuals accountable for each area of compliance and that we have appropriate processes in place to manage compliance. The meetings also support an overall culture of compliance within each business 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.

Training

Employees need to know and understand the behaviors the Company expects of them. We communicate our expectations through annual education and training initiatives, which we customize to fit the needs of individual employee groups using a variety of content delivery methods. Each year we provide training on key compliance topics, both general training across our employee population and specific trainings to various groups of employees based on the nature of their roles and responsibilities. We also provide refresher communications to remind employees of 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 to keep thinking about key requirements on a regular basis. We make our annual training material available in multiple languages.

In addition to our standard courses, we offer a variety of on-demand training and other regular communications about ethics and compliance. We also develop and provide training specifically designed for employees who do not have access to computers.

Advice and reporting channels

We encourage 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 and business continuity

Enterprise Risk Management

We have a formalized Enterprise Risk Management program (ERM) to identify and monitor the company's enterprise risks and manage our mitigation programs for each of these risks through appropriate action plans. We review and periodically update these risks in the context of the company's strategies, operations, business environment and other factors. Our management level Risk Steering Committee undertakes this over the course of each year. The committee's membership includes people from business units and corporate functions. Either the full Board of Directors or one of its committees reviews each enterprise risk in depth. The Audit Committee also independently reviews policies and processes with respect to risk identification, assessment, and management. This focused, multilevel ERM process is a vital tool to help the company create, preserve and realize value for our shareholders.

Within this overall risk management program there are specific risks focused on our ESG responsibilities. Among the enterprise risks that explicitly consider our ESG obligations are People

and Society, Supply Chain, Product Management, and Brand.

Business continuity

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

Customer privacy

Pitney Bowes dedicates significant resources to maintaining the privacy of personal and sensitive information of our employees, clients, and partners. Our goal is to foster innovation and trust in the evolving digital economy by minimizing privacy risks, meeting our regulatory and legal obligations, and practicing effective data stewardship. We build privacy into the design of our products, give clients choices about the information they share, and are transparent about how their data is used.

We comply with the many privacy laws and regulations around the world, including the European Union's General Data Protection Regulation. Because of the wide range of

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.

Our Chief Information Risk Officer manages our global data privacy program and works closely with all the operating business units, as well as Information Technology, Innovation, and Internal Audit. Senior executives comprise our Privacy and Cybersecurity 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.

Environment

Achieving environmental sustainability

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.



Achieve Carbon Neutrality by 2040


Fleet efficiency and sustainability initiatives


Improving sustainability in product packaging

Reduced our electricity consumption by **6%** in 2021

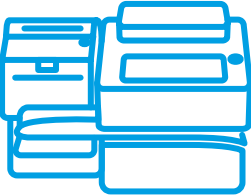
Our sites' CO2 emissions decreased by **23%** in 2021

Improved miles per gallon of our tractors by **6%**




increased cardboard recycling by **50%**

More than doubled our reliance on electricity from renewable sources in **2021**


Energy-saving product design





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

- The impact of carbon emissions due to the use of energy in our operations—mainly at our operating sites where we sort 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

We commit to reducing the impacts of these risks through:

- 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

Our business model, objectives and strategy are compatible with a long-term vision of a net-zero economy. To meet these objectives and aim for growth and environmental sustainability, we work steadily to make our operations more efficient, and we are committed 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.

We manage and report our progress as part of the oversight of Environment, Social and Governance (ESG) as discussed above. With respect to climate change and sustainability-related information, we look at the frameworks for such disclosure such as the Task Force on Climate-Related Financial Disclosures (TCFD), the Sustainability Accounting Standards Board (SASB), and emerging efforts to consolidate reporting standards under the International Sustainability Standards Board (ISSB). Our approach spans the four TCFD implementation categories of governance, strategy, risk management, and metrics and targets. The alignment with TCFD disclosure requirements is further detailed in [appendix](#).

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.

We have made significant progress since our last Corporate Responsibility Report to address our main sources of CO2 emissions. For example, we have increased our share of renewable electricity through new contracts including Renewable Energy Certificates (RECs) from 11.5% to 29.7% in 2021. We also completed the installation of advanced telematics on all our logistics vehicles. We also improved our cardboard recycling capabilities dramatically by adding more baling equipment to optimize waste collection and work more closely with recyclers.

Metrics

In 2019, we achieved our 2020 carbon emissions target a year ahead of schedule. In 2020 we developed a new set of five-year goals for CO2 emissions reduction and increased use of renewable energy. We continually review the goals we set based upon our performance against

them, changes to our business, and emerging sustainability-focused technologies. We have developed corresponding absolute and normalized efficiency metrics and key performance indicators to present an accurate representation of our performance in this area to reflect changes to the nature or size of our business.

We set an 8-percent scope 1 and 2 (market-based) emission-reduction goal for the year 2025 (normalized to revenue), against a new baseline year of 2019.

In 2021, we achieved a 19% reduction normalized to revenue, surpassing our objective well in advance. In addition, on an absolute (non revenue normalized basis), we reduced our scope 1 and 2 emissions reduced by 7.2% against our 2019 baseline. In 2021, we also committed to reach carbon neutrality in our scope 1 and 2 by 2040.

With these achievements, we are evaluating a new set of short-term targets in line with our carbon neutrality commitment and recent evolutions of best practices.



We have been recognized by the Climate Leadership Awards two years in a row for Excellence in Greenhouse Gas Management—in 2020 with a Goal Setting Certificate, and in 2021 with a Goal Achievement Award. This twofold recognition honors our consistent success in improving energy efficiency and reducing our environmental footprint through measures including:

- Setting a goal of reducing emissions 8 percent from 2015 to 2020 and achieving it one year early, in 2019.
- Investing in energy efficiency through site consolidation.
- Optimizing our fleet by condensing in-house routes, optimizing drivers and vehicle fleet, and implementing other fuel-saving measures.



Pitney Bowes has collected global energy consumption data, calculated carbon emissions with expert support, received third-party verification of that data, and reported it through CDP since 2009. You can see our CDP carbon management reporting history by using the term "Pitney Bowes" at www.cdp.net

Moving toward carbon neutrality

Pitney Bowes has a history of action to address climate change. Over a decade ago, we established our baseline greenhouse gas (GHG) footprint and created a GHG/carbon management program to address climate-change risk and opportunities, including energy consumption and conservation and the annual public reporting of our carbon footprint. Using a process validated by independent third-party review, we provide guidance for our lines of business, laying out enterprise-wide energy consumption data collection standards, outlining roles and responsibilities for each business, and establishing the tools to be used to collect and report the data to the company.

In 2021, our strategy had a visible impact on our CO2 emissions.

CO2 emissions associated with the use of electricity in our sites was the largest single source of emission in 2020. We implemented our strategy of procuring electricity from renewable sources late in 2020 and accelerated it in 2021 which significantly reduced the size of this type of CO2 emission by 33%. At the same time, Pitney Bowes continued its strategic transformation into an e-commerce enabling company, with a focus on increasing the size of its logistics fleet of vehicles. As a result, our most important source of CO2 emissions in our operations in 2021 was our use of diesel fuel and gasoline in our transportation fleet and personal vehicles that represented about

56 percent of our CO2 emissions from our operations (scope 1 & 2). Our second largest source was our use of energy in our sites, primarily through our use of electricity that represented about 36 percent of our CO2 emissions. Reducing these two categories of emissions remains our first long-term objective.

We continue to increase energy efficiency across all our operations. Our cross-functional Energy Task Force has raised employee awareness about energy conservation and implemented conservation projects that have resulted in significant reductions in energy consumption. In 2021, our electricity consumption decreased by 6.6% as our sites area decreased by 2.3%. Overall,

scope 2 (market-based) CO2 emission per square foot decreased by 31% compared with 2020 and decreased by 47% compared with our 2019 baseline.

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. Even when taking into account this new mode of heating, our CO2 emissions associated with our sites, including electricity and natural gas, decreased by 23% vs 2020 and 41% vs our baseline in 2019.

While our energy usage in 2021 continued to reflect the number of employees working from

home because of the COVID-19 pandemic, the long-term numbers indicate good progress well beyond the specific impact of the pandemic. Site consolidations, more efficient lighting fixtures with motion sensors, compressors and HVAC upgrades, energy audits, and employee engagement and training all continue to contribute to this long-term decrease.

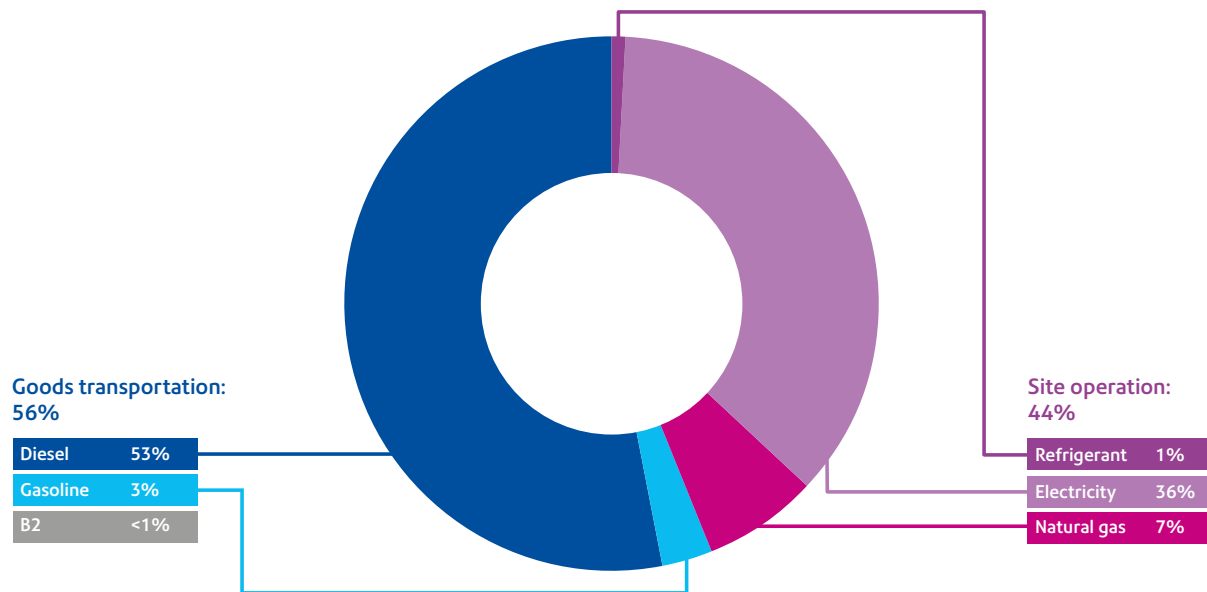
In 2021 we continued to switch from conventional lighting to energy-efficient LED lighting with motion-sensor control where appropriate, using this technology in approximately 4 million square feet of new and converted facilities. We also continue to add higher-efficiency HVAC units and high velocity fans where appropriate to provide efficient direct cooling to supplement air-conditioning units and improve energy conservation. During 2021 this added equipment covered close to 700,000 square feet.

Efficient logistics fleet

Transportation and logistics are key components of our Global Ecommerce and Presort 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 2021, we continued to turn toward more sustainable fuel for our fleet, for example fuel with 2 and 11 percent biodiesel and diesel blend. We are also actively monitoring technological advances in the electrification of

CO2 per source of emissions – 2021



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.

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 emissions 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 during 2020 and 2021 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.

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. The close monitoring of this data enables us to detect low-performing vehicles and take corrective action.

As a result of these efforts, the average fuel consumption of our fleet of tractors has continued to improve from 6.2 miles per gallon in 2019 to 7.6 miles per gallon in 2020 and to 8.06 miles per gallon in 2021.

US EPA SmartWay Membership



Pitney Bowes partners 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. Since 2020, we have rolled out an ambitious program to have more of our US Customer Service Representatives and salespeople switch from personal to company cars, in keeping with our common practice in Europe. This strategy enables us to have a clearer view of the efficiency levels of our vehicles and to implement company-wide improvements including both selecting more efficient vehicles and increasing the use of alternative energy vehicles such as hybrid or fully electric cars, supporting our objective of reaching carbon neutrality.

We previously reported the efficiency level of our fleet in miles per US gallons. In order to accommodate electric vehicles that don't have such a figure, we will now report efficiency performance

of small passenger vehicles in grams of CO2 per kilometre (gCO2/km).

Increasing use of renewable energy in our sites

We are proud of the significant increase in 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 2019, we set a goal of procuring at least 20 percent of our energy from renewable sources by the year 2025. We surpassed this goal in 2021, reaching 29.7 percent, and have now made the further commitment to source renewable energy in all sites located in deregulated energy market states (where it is readily available), which will bring us to approximately 50 percent renewable energy by 2025.

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 and Presort business units. 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%. The number of sites procuring sustainable electricity through this program increased to 18. The type of renewable electricity associated with this program is typically generated by wind.

Pitney Bowes is a longstanding 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 2021, 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 shifted our approach to carbon offset to 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 to supplement these efforts as part of our strategy to reach carbon neutrality.

Scope 3

This year, we have expanded our emissions reporting to include full scope 3 emissions, as we recognize the importance of the emissions associated with Pitney Bowes' value chain. The

following chart summarizes the extent to which each of the scope 3 categories is relevant and will need to be calculated and reported on going forward.

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

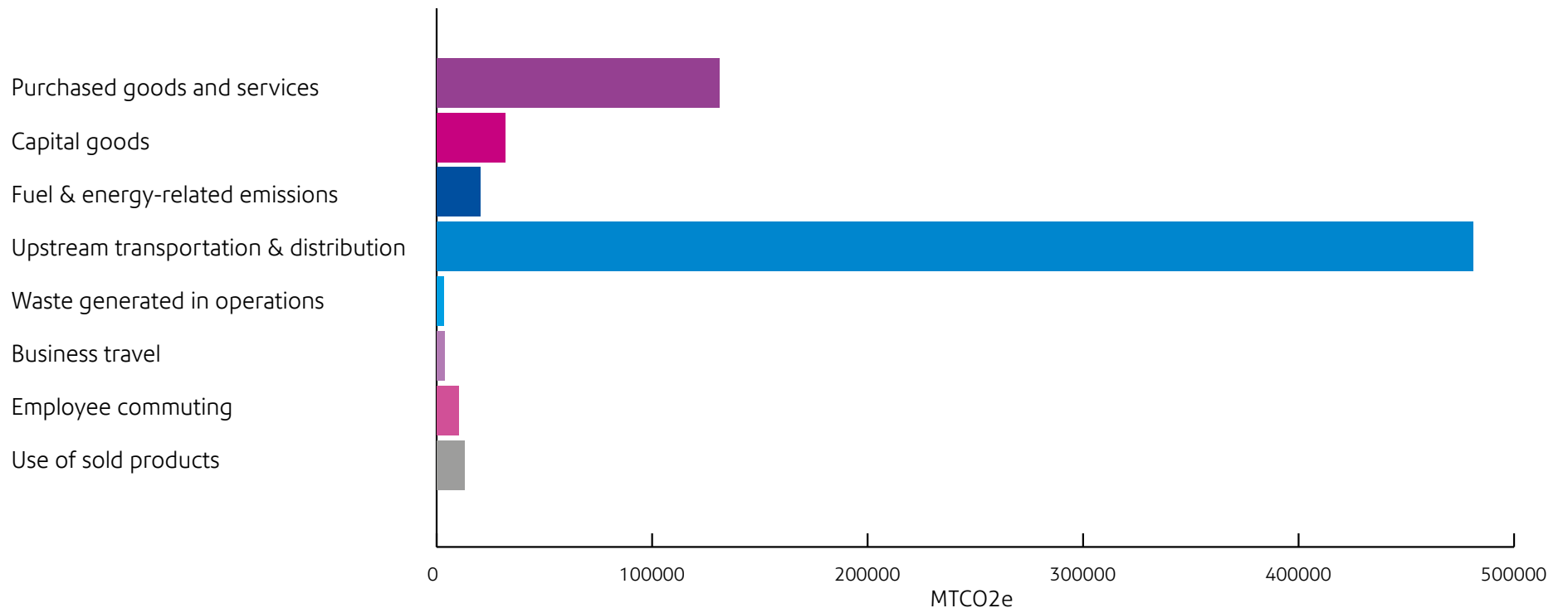
- external logistics activities including ground transport and international sea or air transport
- life cycle of our SendTech equipment from manufacturing to the use of electricity by our clients and final disposal

- activities linked to our operations such as employee air travel and commuting

We are partnering with our supply chain to collaboratively improve our external carbon footprint. Our first priority is to promote the importance of tackling climate change and increase the number of our partners who measure, publish and set objectives to reduce their CO2 emissions. We aim to obtain more direct information about their performance on CO2 emissions and strategy to reduce it and develop with them future

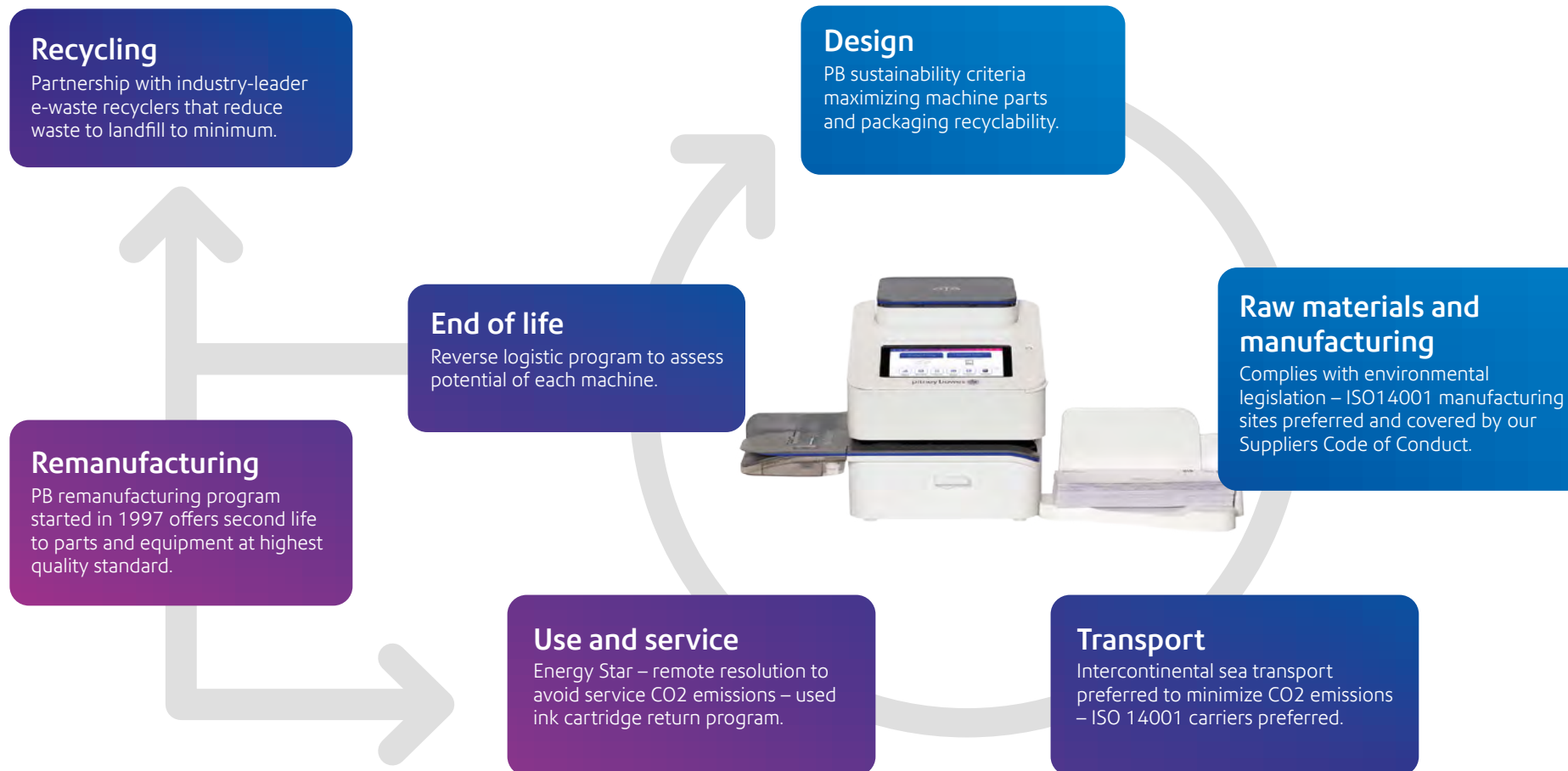
improvement action plans which will lead to strategic decisions in terms of supplier selection.

Relevant Scope 3 GHG Emissions by category



Reducing the environmental impact of our products

The Pitney Bowes sustainable sending solution



SendTech products' sustainable life cycle

In our SendTech business 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 and SendPro P Series), as well as many of our digital mailing systems and imaging equipment, are Energy Star-rated. This program helps our clients to use less electricity when using our SendTech 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 Substances 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 key suppliers to incorporate advances in toxicology into the ways we manufacture and deliver our products.

Sustainable procurement

Pitney Bowes has a large and complex supply chain of service providers and material manufacturers, both upstream and downstream. Understanding their environmental impacts and working in partnership to minimize them is a key component of our strategy for minimizing our own environmental impact. Our Supplier Code of Conduct sets our level of expectation in terms of

environmental sustainability for selecting and maintaining these relationships, and our regular dialogue, surveys and reviews help to ensure that our expectations are met. 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.

Green remanufacturing

Pitney Bowes has a long legacy of product remanufacturing and recycling. We have established centers throughout the United States, Canada and Europe where clients return products for subsequent remanufacture, reuse of parts, or recycling. We constantly strive to improve our processes. In 2021, we found a way to select, refresh and reuse more machine covers and avoid using virgin material to make new ones. We also re-engineered some models to eliminate the need for an independent lithium battery by powering the screen from main electricity. In 2021, we remanufactured more than 20,000 units and diverted more than 688,000 pounds of waste from recycling to reuse.

Responsible packaging

As a global leader in e-commerce, Pitney Bowes requires packaging for both internal operations and outgoing shipment. We source our cardboard-based packaging from reputable and sustainable

partners, 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 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. Our external packaging is made of cardboard usually containing 25-35 percent 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 percent 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. For parts and smaller items, in 2021 we replaced nearly 8,000 lbs of plastic airbags with crumpled recycled paper to reduce the related plastic waste stream.

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 is fully integrating USPS reusable handling material such as trays, pallets and sleeves to minimize waste in the postal network.

Minimizing the impact of waste

The categories of material we recycled the most in 2021 were corrugated containers, mixed electronics, and mixed recyclables. To promote best practices in environmental protection, we use an environmental management system based on the internationally recognized environmental standard ISO 14001. In the U.K., this system has been certified ISO 14001 since 1997. We carefully select our waste partners in every country, with a preference for companies that have gained third-party environmental accreditation such as ISO 14001.

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

- Our logistic sites generate the largest volume of waste—almost entirely non-hazardous, cardboard-based packaging and plastic shrink-wrap. We give priority to re-using our gaylords within our operations and encourage our clients to return our gaylords to minimize waste on their end. In 2021, we continued to reinforce our corrugated recycling capacities to dispose of

Our green remanufacturing cycle



cardboard that can no longer be reused efficiently, with integrated corrugated baling equipment and recycling platforms in our Ecommerce business unit, where corrugated usage is intensive. In 2021, the volume of recycled cardboard processed through these on-site capabilities more than doubled over the prior year. Over the year, we recovered 4,315 tons of corrugated cardboard.

- While office use continued to be impacted by the COVID-19 pandemic during 2021, our offices traditionally generate only modest quantities of waste associated with the use of paper, computers and associated consumables. We minimize their environmental impacts through local recycling initiatives.
- Our SendTech manufacturing site is the second-largest waste volume generator. This site receives SendTech equipment at the end of client leases for remanufacturing, in line with our priority to reuse equipment in the spirit of circular economy. The waste generated is mainly electronic, plastic and metal. We responsibly dispose of parts and machines that cannot be reused through dismantling them to the lowest component possible to facilitate the segregation and appropriate treatment of different types of waste. Where possible, we work to recycle waste for use in other industries through the transfer to responsible recyclers that use physical sortation, mechanical grinding, and other processes to separate materials by types, such as ferrous or non-ferrous or precious metals, plastics, and electronics. The material recovered is used as recycled raw material that saves energy and resources compared with extracting virgin raw material. Only when this option is not

achievable will we treat the waste through energy recovery processes. We aim to send zero waste to landfill. In 2021, we recovered 1,983 tons of electronic waste, 452 tons of mixed recyclables, 87 tons of mixed office paper, and 46 tons of plastic.

Recycling ink cartridges

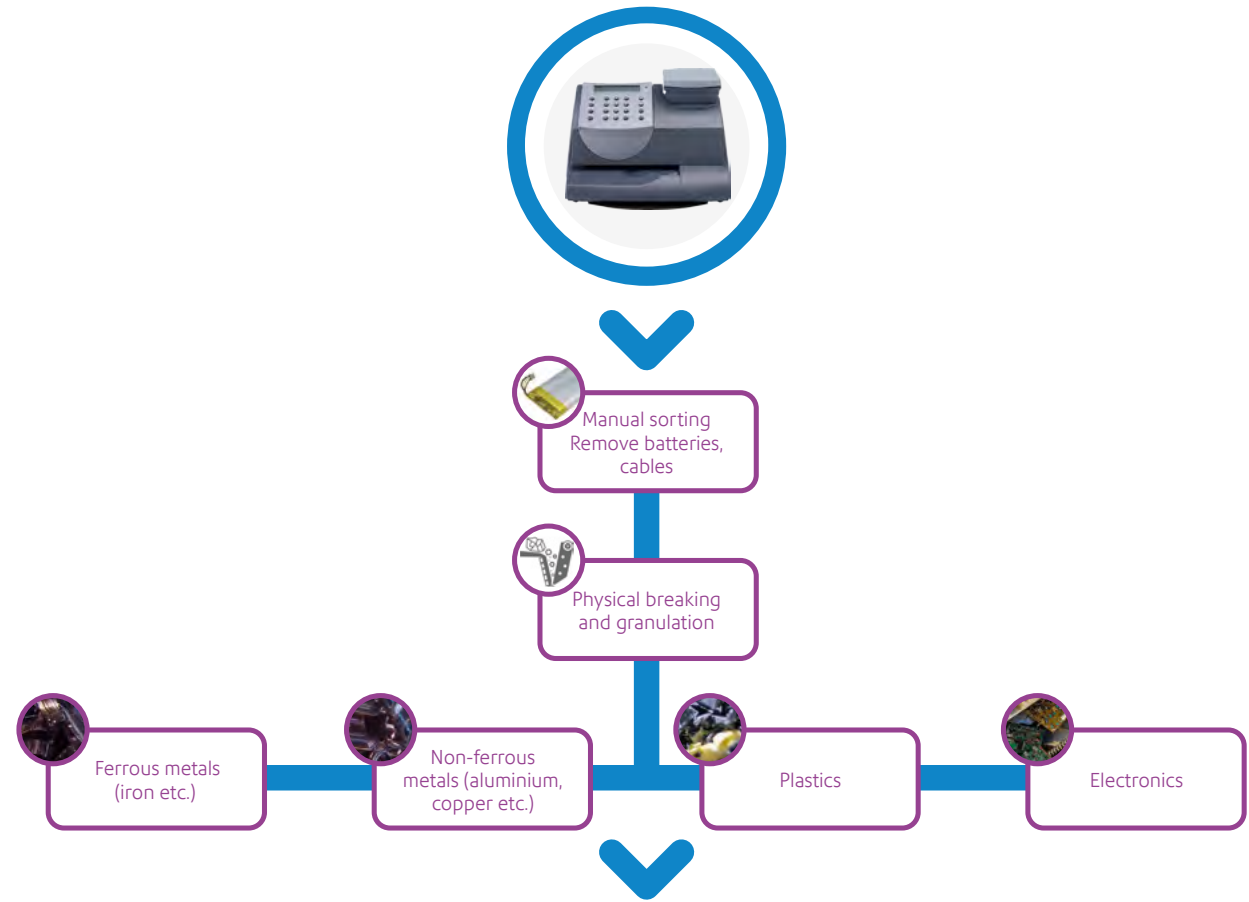
Pitney Bowes hardware sending devices use proprietary ink cartridges. Once they have been used, most of our clients dispose of these items with their other electronic waste in a responsible way. However, we understand that some of our clients prefer not to or are unable to dispose of these items within 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

In our remanufacturing operations, parts identified as reusable are thoroughly cleaned using a water-based solution. We operate in closed-circuit and reuse water as much as possible. Because of the nature of our equipment, wastewater generated is often colored from the ink contained in our print-engines, and we therefore capture it and send it to be treated by specialized contractors.

We also use water to manufacture our sealing solution EZ Seal on the same site. We don't consider the environmental impact of these uses of water as significant and the facility is located in a low water stress area.

Recovery of recycled raw materials at the end of life of our SendTech equipment



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

Recyclability of C-series packaging

Outer box

Cardboard box
25-35% recycled content
1786g



Inner packaging

Pulp cardboard
100% recycled content
1474g



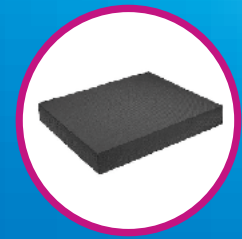
Recyclable content:

95.7%



Foam pad

Plastic
29g



Zip bags

Plastic
118g



Non-recyclable content:

4.3%

Environmental performance

Company performance

	2016	2017	2018	2019	2020	2021
Scope 1 (metric tons CO2e)	27,170	27,273	28,660	30,478	34,211	40,614
Scope 2 location-based (metric tons CO2e)	45,016	48,723	47,924	41,241	35,368	30,620
Scope 2 market-based (metric tons CO2e)	30,341	61,681	39,537	37,958	34,177	22,921
Absolute emissions: Scope 1 and 2 emissions market based (metric tons CO2e)	57,511	88,954	68,197	68,436	68,388	63,535
Total revenue (M\$)	2,656	2,784	3,212	3,205	3,554	3,674
Intensity ratio of company efficiency: Scope 1 and 2 emissions market-based per revenue (MTCO2e/\$M revenue)	21.65	31.95	21.23	21.35	19.24	17.29
Scope 3						
Purchased goods and services						131,107
Capital goods						31,871
Fuel- and energy-related activities						20,363
Upstream transportation and distribution						481,071
Waste generated in operations						3,316
Business travel						3,671
Employee commuting						10,377
Upstream leased asset						Not relevant
Downstream transportation and distribution						Not relevant
Processing of sold products						Not relevant

Company performance continued

	2016	2017	2018	2019	2020	2021
Use of sold products						12,894
End-of-life treatment of sold products						Not relevant
Downstream leased assets						Not relevant
Franchises						Not relevant
Investments						Not relevant
Scope 3 total (metric tons CO ₂ e)						694,670
Total direct and indirect emissions of carbon dioxide MTCE (scope 1, 2 and 3)						758,205

Sites performance

	2016	2017	2018	2019	2020	2021
Sites area (calendar normalized sqft)	5,648,527	5,919,046	7,249,251	6,802,827	8,006,252	7,818,621
Intensity ratio of site efficiency: Scope 2 market-based emissions per thousand sqft (MTCO ₂ e / 000's sqft)	5.37	10.42	5.45	5.58	4.27	2.93
Intensity ratio of site efficiency: Scope 1 (natural gas and fuel oil and refrigerant) + scope 2 market-based emissions per thousand sqft (MTCO ₂ e / 000's sqft)	5.82	10.82	5.96	6.15	4.72	3.61

Energy sourcing performance

	2016	2017	2018	2019	2020	2021
Total consumption of purchased or acquired electricity (MWh)	104,018	115,600	116,295	102,341	90,583	84,565
Total bundled REC (MWh)					4,493	21,399
Total unbundled REC (MWh)					5,882	3,694
Percentage of renewable electricity sourced through REC *					11.5 percent	29.7 percent

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

Fleet performance

	2016	2017	2018	2019	2020	2021
Scope 1 CO2 emissions from mobile sources – B2, B20, diesel, E85, E100, LNG, Methanol, Propane and gasoline (MTCO2e)	24,630	24,923	24,998	26,628	30,572	35,281
Vehicle Fuel Usage – Total Diesel & Gasoline (gallons*)	2,414,260	2,419,031	2,447,232	2,603,767	2,980,880	3,425,426
Intensity ratios of fleet efficiency:						
Miles Per Gallons (MPG*) fuel consumption of tractors				6.2	7.6	8.06
Miles Per Gallons (MPG*) fuel consumption of straight trucks				10	10.3	10.66
Miles Per Gallons (MPG*) fuel consumption of Van Diesel					14.5	23.76
Miles Per Gallons (MPG*) fuel consumption of Van Gas				9.8	9.8	15.22
Average manufacturer CO2 emissions of personal vehicles (gCO2/km) **						152

* US gallons and MPG

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

Waste recycled/prevented

	2016	2017	2018	2019	2020	2021
Annual pounds (US only)	9,287,065	16,347,146	10,574,606	10,101,622	12,158,115	13,863,779
Waste intensity ratio: Waste recycled/prevented per \$M revenue	3,497	5,872	3,292	3,152	3,421	3,773

Product recycling

	2016	2017	2018	2019	2020	2021
Cumulative pounds* (U.S. and Canada only)	57,874,935	63,273,678	68,377,428	72,730,444	76,643,728	80,637,648

* Total of equipment remanufactured, and electronic waste recycled

Social Our people

Diversity and inclusion have been a part of Pitney Bowes' journey to sustained excellence and high performance for almost 100 years. We believe that it is foundational for long-term value creation and continuously seek ways to be better and do more.

Our approach to diversity acknowledges the dual reality that we are all human yet all different. We believe in treating one another with dignity and respect while also valuing the differences that contribute to our individuality. We strive to combine our richness of difference and respect for our common humanity to drive better performance and deeper collaboration.



America's Best Places to Work for LGBTQ Equality



Human Rights Campaign Foundation 2022

Significant decrease in total recordable safety incident rate



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

America's Best Employers for Women



Forbes Magazine 2018, 2019, 2020, 2021

America's Best Employers for Diversity



Forbes Magazine 2019, 2020, 2021

Nearly 50% of our U.S. workforce are people of color



Committed to supplier diversity

Employee Assistance Program



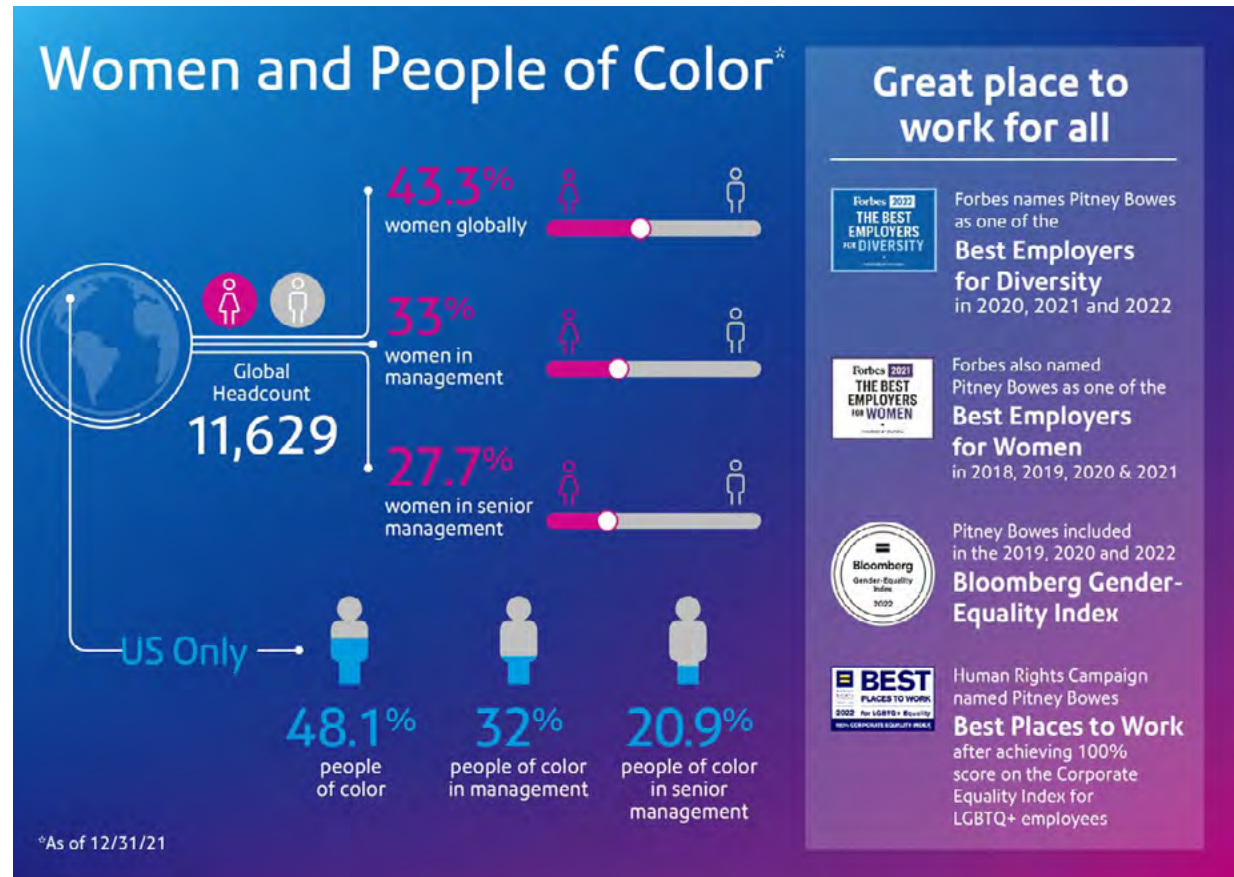
Free mental health counseling



Diversity is our reality, inclusion is our opportunity. Inclusiveness helps us capitalize on the strengths of our differences as we pursue our common goals. We are intentionally inclusive at Pitney Bowes because we want to express the full value of our diversity for the benefit of our clients, our markets, our teams and our communities.

We see diversity and inclusion as a competitive differentiator that helps us attract, grow, engage and retain the best talent; better understand the

business needs of diverse markets and clients; be more adept at using multiple perspectives to solve problems and deliver solutions; work better together across borders, generations, cultures and ideas; and ultimately, generate enhanced sustainable value for all our stakeholders.



“Businesses only succeed if their employees are working effectively together to deliver products that customers want – a diverse and inclusive culture is adding a variety of views and ideas to the business that can help to understand clients better so that we can create and deliver products with empathy. The differentiation between B2B or B2C businesses is becoming increasingly less important as it’s all H2H: Human to Human. A diverse and inclusive culture can lead to increased creativity, innovation, boosting client success and hence a more diverse pool of talent and skills.”



Florian Wendt
Supply Chain Product Manager



We celebrate the rich mix of personal attributes and cultures that impact the identities and experiences of our global team

What follows are a few of the areas in which we have focused in the past year

Caregivers

The global pandemic shined a spotlight on the critical role of caregivers and the challenges they faced in trying to integrate careers and care of others in a changing environment. Pitney Bowes recognized the increased need and took several actions that continue as caregiving remains an integral part of our employees lives. We extended several additional benefits such as enhanced paid parental leave and provided access to a range of care support services such as subsidized back-up care, and pet and household care. We used our Pitney Bowes Women's Inclusion Network (PB WIN) to pilot a new group, the Pitney Bowes Caregiver Assurance Network (PB CAN). PB CAN works to support caregivers through forums, information and resources on the joys, challenges and best practices of caring for others and caring for self, while navigating the professional world. For example: during the benefit enrollment period PB CAN hosted a briefing session on Benefits for Caregivers.

Generation

We believe in an all-generation workforce at Pitney Bowes, which means creating an environment in which people can grow and thrive at all stages of their careers. The mix of generational talents and experiences enhances our market responsiveness and our ability to solve problems and take advantage of opportunities. We seek to provide training, opportunity and experiences throughout our employees' careers and across generations, so all can make meaningful contributions and develop to their full potential. What follows is a sampling of the programs we offer for employees of all generations. For more information please see the [Development section](#)

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

The Early in Career (EIC) program is a comprehensive career development experience that helps prepare current employees to become the next generation of Pitney Bowes management through more than a year of coaching, mentoring and action learning projects to enhance their leadership skills.

The Sprint Development Program provides a targeted curriculum to accelerate the development and visibility of high-potential talent that includes executive webinars, an assessment and a self-paced learning project.

Our mid-career programs help employees leverage their insights and perspectives to fuel innovation, meet emerging client needs and better serve rapidly evolving global markets.

The Rising Stars Development Program focuses on personalized development of talent within our Presort business. Participants are selected based on performance, passion for self-development and desire for career growth.

For senior management, we have a variety of offerings such as Business Training Systems simulation that uses real-time situations to enhance decision making and ExecOnline, which offers business certifications from various universities.

LGBTQ+

We strive to create an environment where everyone can be themselves regardless of gender, gender identity, expression or sexuality. Our LGBTQ+ Advisory Council provides insights and advocacy on ways to continue fostering inclusion of our LGBTQ+-identified and -allied teammates at Pitney Bowes. The Council helps identify and explore the development of practices and activities ranging from inclusive benefits to planning events like Pride Month and researching ways to increase partnerships with LGBTQ+-owned businesses.

PB PRIDE 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.

In 2021 we were proud to have maintained a 100% rating on the Human Rights Campaign's Corporate Equality Index for Best Employers for LGBTQ+. While this achievement was years in the making, our Council's most recent work helped drive the recognition as it researched and recommended language and enhancements to make some benefits more inclusive in 2022. The Council also assisted with incorporating LGBTQ+

language and a scenario into the Inclusive Leadership training, maintained philanthropic outreach to the community and added ways for LGBTQ+ people to identify themselves.

During the year, PB PRIDE celebrated its most successful Pride celebration in the company's

history, with robust programming, a company Pride store, educational communication, participation in a job fair and broadened interactions across the organization.

"I think of the employees who don't understand what it's like to be different, in whatever way, and how they have been enlightened by 'courageous conversations' on racial injustice or an annual PRIDE celebration rich with empathy for real challenges in the LGBTQ+ community, as two examples. Participants in our D&I programs benefit from this 'diversity enlightenment' that the D&I team creates."



Bill Borrelle
SVP, Chief Marketing Officer



Mental well-being

The last few years have renewed our commitment to mental well-being, as an integral part of overall wellness. We created a Mental Well-being Committee in 2019 to look at ways to increase awareness and acceptance of mental well-being in our employee population, and remove any stigma associated with mental illness. We believe this is a significant element in expanding our inclusive culture so that it is ok, not to be ok. [See the Health and Wellness section of this report for more information.](#)

People of color

We believe there is one race—the human race. Though skin color is only one attribute of identity, research has shown it can have a disproportionate impact on multiple aspects of life in countries around the world, such as for those who identify as African American, Black or of the African diaspora in the U.S.

Pitney Bowes' commitment to diversity started with a focus on equitable access to employment opportunities for African Americans in the 1940s. At that time CEO Walter Wheeler directed personnel to make sure that our policies did not prevent hiring regardless of race or religion. The

company created the "Fair Employment" program in the mid-1940s to actively integrate African Americans into the PB workforce, and looked at using the demographics of the neighborhoods in which we operated as a goal for the composition of our workforce.

Our subsequent advocacy for providing opportunity for people of color in our company and within business in general ultimately led our CEO to provide written testimony for the historic Civil Rights Act in 1964, in support of what we know today as Title VII for Equal Opportunity Employment. This history is important because it shows that at Pitney Bowes, we understand that intentional diversity and inclusion is a journey and not a destination.

That journey continues today. As of December 31, 2021, people of color comprise 48 percent of Pitney Bowes' U.S. workforce, 32 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 most recently Sheila Stamps who joined in 2020.

We know there is always room for improvement. We are committed to continuous improvement in our talent management processes and practices as well as our ongoing focus on the inclusiveness of our culture. Examples of this work include providing opportunities, training and experiences for growth and development; seeking to increase diversity at all levels of the organization; and initiating

"At Pitney Bowes, our D & I culture is an important demonstration of how "we do the right thing, the right way." Our regular, visible focus in the way we do business, the way we treat each other, and the way we discuss the importance of celebrating differences and creating a safe space of belonging is authentically felt."



Elysa Jacobs Cruse
MS, RD, Manager, Health Improvement Programs,
and Member of Mental Well-being Committee



Jose D. Rodriguez
Sr Director, Marketing Technology,
Operations and Digital Analytics

conversations to increase awareness, facilitate understanding, create allies and engender advocacy.

Pitney Bowes celebrates the contributions of people of color year-round by showcasing business and community achievements and champions of our company culture. We also use commemorative occasions such as Black History Month, Asian American and Pacific Islanders Heritage Month and Hispanic Heritage Month to enhance understanding of the history, culture and contributions of communities and teammates of color. We engage our employees in a variety of ways, including as volunteers to provide feedback on the way forward, help plan programming, share their stories, identify resources and develop content.

We created customized Inclusive Leadership training to assist all levels of managers in building stronger teams through understanding, embracing and leveraging differences. The training

underscores the alignment between diversity and inclusion and our company values, strategies and operating principles. The goal is for leaders to be aware, open, and proactive in creating an inclusive and safe environment in which all employees are respected and valued and have the opportunity to thrive.

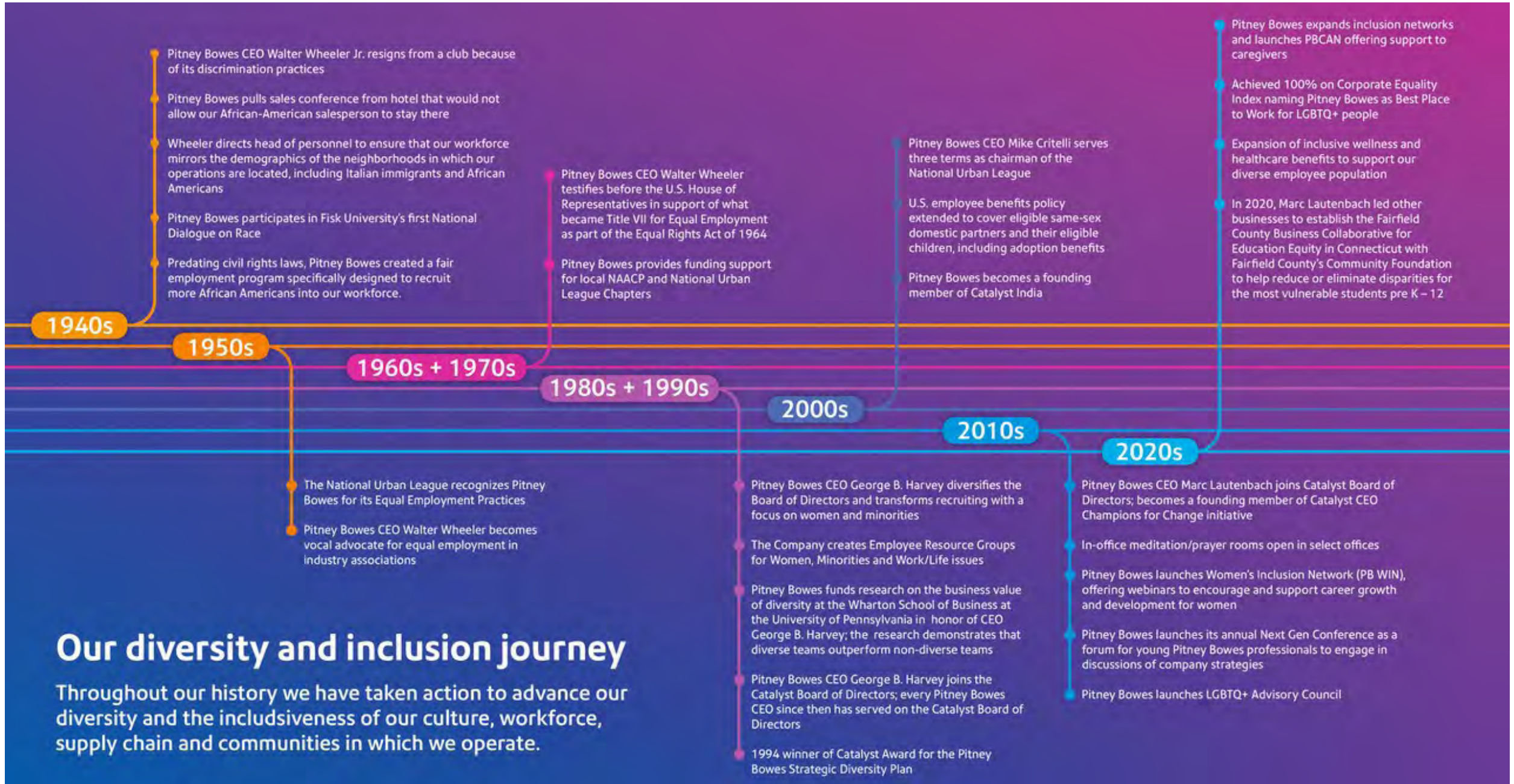
We also engage with national organizations such as The CEO Action for Diversity & Inclusion, the largest CEO-driven business commitment to advance diversity and inclusion in the workplace, and The Business Roundtable (BRT), an organization of CEOs, where we engage in the activities of the Business &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

"I believe making Pitney Bowes diverse and inclusive is much more than a matter of doing what's ethically right. It will also be what drives growth, revenue and profit as well as employee retention creating a great employee experience."



Ty Parker
Vice President Operations, Pitney Bowes Presort Services





People with disabilities

We value the contributions of the disabled to our workforce, and have done so throughout our history. We also work with external partners such as the Virginia Department for Aging and Rehabilitative Services, which helps us attract and develop employees in and around Richmond, Virginia, and Independent Living Resource Center in Jacksonville, Florida, through its Job Shadowing Program.

This year, Pitney Bowes Presort Services partnered with The Arc, an advocacy organization in Jacksonville, Florida, to invite the community to shop at more than 150 local businesses offering employment opportunities for individuals with autism, Down Syndrome and other intellectual and developmental differences. We celebrated National Disability Employment Awareness Month (DEAM) with feature stories about individuals with disabilities who are an important part of our team. In celebration of DEAM, our Presort site in Jacksonville became a Regional Champion sponsor through The Able Trust of Florida.

Veterans

Teams succeed through collaboration, and there is no better example of the power of collaboration than military service. We seek out veterans because we know that their service embodies 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 also partner with veteran support organizations such as RecruitMilitary to find individuals interested in becoming part of our team. We celebrate veterans internally with a video Hall of Honor highlighting their contributions to our success. We also seek veteran-owned businesses for our supplier network.

“The Diversity & Inclusion practiced at Pitney Bowes, allows for a “REAL” Team environment where the whole TEAM truly is greater than the sum of its parts! I feel this is why PB has continued to successfully grow and evolve, for over 100 years, because we still have the best of the best working together, for common goals, which is a client’s satisfaction with their PB solutions!”



Karen McNulty
Solutions Analyst, Sending Technologies, and Veteran



Women

Throughout the year, we celebrate women and their accomplishments in serving clients, creating value and innovating in our markets. We've experienced the power of women at work in our business throughout our history. 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, and 50 percent of the Board committees are headed by women.

The company created its first Women's Resources Group in the late 1980s. Currently, the Pitney Bowes Women's Inclusion Network (PBWIN)

supports the growth and advancement of women in the company. The PB WIN 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 equity 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 and year-round through global webinars and discussions on topics such as remote working, intelligent risk taking, establishing healthy boundaries and leadership development. It created a monthly series of conversations with senior leaders who share their professional journeys and lessons learned along the way.

"Following the values of Diversity and Inclusion, we as a company will acquire the best talent and enhance our overall success. This culture drives better outcomes when solving problems and more advanced innovation for the future. Passion for D&I at a company ultimately creates high performing people."



Stephanie Cannon
VP, Operations Practices & Innovation, Global Ecommerce,
Member of PB WIN Core Team



Diversity and Inclusion around the world

Our commitment to an inclusive culture spans all our operations and locations around the world. Our global diversity and inclusion strategy provides a common framework for advancing the work globally, while also accommodating market-specific needs and nuances to prioritize activity locally. Here's a brief overview of our activities over the last year.

We believe strongly that our ability to understand and respect cultural differences within and across geographies makes us more responsive to each other, helps us serve clients more effectively and ultimately helps us grow. We offer training and activities to deepen understanding of what diversity and inclusion means in a global context and to help employees understand cultures and business practices in multiple regions around the world.



Australia and New Zealand

In Australia and New Zealand, Diversity and Inclusion metrics and activities are part of the standing agenda for all quarterly business reviews and leadership team meetings. We also share these metrics with our employees so they can see the impact of these efforts. We seek to enhance diversity by reaching out to a variety of places for candidates. We also create space for our employees to celebrate various cultural festivals, year-round.

Brazil

In Brazil, we offered monthly 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, and cultural and spiritual celebrations.

Germany

In Germany, our support of Diversity and Inclusion programming included contributing to the translation of the Inclusive Leadership training module.

India

In India, we host a variety of Diversity and Inclusion programming. The past year's examples included:

- DIBE program (Diversity, Inclusion, Belonging, Equity) to sensitize employees, managers and leaders to foster an organization-wide commitment and a proactive approach towards an inclusive culture
- 'I for Intersectionality' Program to promote empathy and inclusion through experiential opportunities, learning and development opportunities, coaching and mentoring programs, employee benefits and customized support
- Women's Leadership Accelerator Program focuses on women's career advancement
- 'Bystander Intervention' training sessions to foster allyship and assist employees in exploring and defining their ability to express emotions safely and effectively.
- Celebrating LGBTQ+ allyship with video interviews
- Diversity Recruitment Drive aimed at the LGBTQI community during Pride Month in June

Japan

We hosted a Diversity and Inclusion virtual roundtable discussion to highlight ways that by recognizing our differences, we can embrace new ideas and innovate together.

United Kingdom

In the United Kingdom, the Menopause Café group meets regularly and includes presentations by recognized external speakers in the field. Part of our diversity and inclusion commitment to our community is our involvement in The Prince's Trust, Million Makers Challenge which supports young people creating a better future.

"By having a stronger ability to engage and leverage our D&I culture, the better we will be in addressing the varying needs and demands of our employees, clients and society as a whole across Australia and New Zealand moving forward."



Cameron Russell
Director, Human Resources



"I have said for a long time that it is empirically borne out in all the research that the engagement of your team is one of the highest level predictors of successful transformation; that continues to be true.

I would say more broadly, even for companies that aren't going through transformation, a highly engaged workforce is absolutely critical to be high performance."



Marc Lautenbach
President and CEO

Engagement

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

Our listening strategy to gather employee input includes employee focus groups, Pulse surveys throughout the year, as well as 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 challenge ourselves to do better by benchmarking our results against our previous year's performance, as well as against an external database of high-performing organizations, with a particular focus on our strategic enablers. Throughout our recent 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. Our 2021 results increased or remained flat from 2020 in 10 of the 11 engagement categories, and equaled or exceeded

the high-performing organizations in 8 of 11 categories. In the strategic enabler categories, we were equal to or above the results of high-performance companies in 4 of 6 categories. We are particularly proud that our scores in diversity and inclusion consistently exceed high performance benchmarks in employee engagement. In a question that gets to the heart of inclusion "I can be myself without worrying about how I will be accepted" we are 13% 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 multimedia content such as videos, infographics and articles to help employees and managers learn more about engagement and put company-specific best practices into action.

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 on our supplier diversity programs and policies can be found [here](#).



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: Best Employers (2021), Best Employers for Diversity (2020, 2021, 2022), Best Large Employers (2022), Best Employers for Women (2018, 2019, 2020, 2021)

"Our strong cultural foundation and ethos of doing the right thing, the right way has allowed us to build a workplace that values diversity. We don't just say it, we live it. What's unique about PB culture is that no matter where you are in the world, you experience it in the same way. It is this cultural foundation that has allowed us to thrive for over a 100 years and led us to be named as one of India's, Asia's and America's Best Workplaces, consistently over the years."



Lalima Arora
Manager, HR & Talent Management



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

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.

View the BRT Pitney Bowes Diversity, Equity and Inclusion profile [here](#).

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 since participated in the Catalyst Women on Board initiative (promoting the appointment of women to corporate boards) and Catalyst CEO Champions For Change.

Other organizations we partner with include:

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.

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.

RecruitMilitary

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

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

We recruit and develop top talent by combining a strong focus on internal mobility with a strategic approach to the recruitment of external talent. We seek to find and secure outstanding talent by diversifying our candidate slates and providing a robust, streamlined candidate experience.

While 2021 was challenging, it also presented opportunities to drive new efficiencies in our process while continuing to prioritize diversity. Throughout the year we worked in close partnership with our business and human resource colleagues to safeguard the health and safety of our employees and candidates and understand the external factors that were impacting our business and likely to continue to do so. We continue to build upon these steps through the following:

Efficiency

- Incorporating technology to more effectively source diverse talent pipelines
- Revamping our Careers site to ensure mobile accessibility, develop tailored landing pages, add a military translator, and incorporate candidate-driven content
- Revising the Pitney Bowes job application to make it more efficient for candidates
- Augmenting our team to support critical hiring needs

Diversity

- Revising job postings to focus on skill-based and experience requirements to create an increased pool of candidates
- Recruiting technicians through partnerships with vocational and technical schools in locations where Pitney Bowes has warehouse facilities
- Participating in allyship organizations' speaking engagements and events
- Partnering with organizations reaching diverse pools of talent
- Developing tailored, localized marketing campaigns aimed at diverse audiences
- Investing in Talent Advisor training and certification to help cast the widest net possible for talent

Health and Safety

- Adjusting summer internships to virtual, and shifting all on-campus initiatives to virtual, including campus workshops and data challenges
- Adding social content reflecting the high priority we place on health and wellness
- Hosting an all-virtual Pitney Bowes Career empowerment month with opportunities for employees to interact on topics related to career development, mental and physical wellness and virtual networking

Development

We focus on creating a best-in-class skills-centric approach when developing talent. We seek to embed a “Higher Performing, Inclusive and Learning Culture” throughout Pitney Bowes, using a data-driven approach to hire 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 see employee development as a partnership, a “Triangle of Accountability” between the company, the individual employee, and their manager. We support this approach throughout our Human Resources organization and through third-party strategic partnerships.

Our approach to talent development has allowed us to be proactive 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 deliver these programs in multiple

formats, with increasing emphasis on virtual and mobile offerings available to large numbers of employees. 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.

We believe it’s important for employees to have opportunities to use the skills they develop. 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.

While we continue to pivot to a more virtual delivery approach, several in-person programs remain a core part of our offerings:

Team Lead Essentials

Our Team Leader role is for hourly employees to gain some supervisory experience before becoming a supervisor. This standalone is designed to help reduce turnover by providing focused skill development. Participants gain skills in areas such as how to increase teamwork, communicating with respect, influencing without authority, resolving conflict, improving engagement and proactive retention tactics.

Leadership Essentials for Supervisors

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



Leadership Essentials for Managers

This enterprise-wide program is designed for newly minted managers or for those who would like a refresher on best practices. It is also open 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)

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

High Potential programs

We believe strongly in identifying and investing in high-potential talent to help accelerate business results and ensure a strong pipeline at all levels of the organization. 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, SPRINT is designed to educate employees on topics such as development planning and the skills and capabilities required for frontline managers, while providing interactive access to leaders at multiple levels of the organization.

The Early in Career (EiC) program is a 13-month global offering designed to accelerate the professional and personal growth of employees with up to ten years of professional experience who have demonstrated executive potential, as identified through our Strategic Talent Review process. Participants are mentored by senior executives, receive group coaching and attend professional development seminars. As a capstone, they are assigned to work on visible business challenges and opportunities developed by our senior executive sponsors.

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

Leading Other Leaders - 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.

ExecOnline is a third-party executive-level leadership offering. It allows Director-level-and-above executives to take appropriate business certification courses from a number of major universities.

Health and wellness

Pitney Bowes takes great pride in our commitment to the health of 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 benefits and wellness programs to our employees worldwide.

Visit PBprojectliving.com

PB benefits and wellness information in your language

Arabic | العربية
المعلومات وخدمات
الصحة أصبحت
متوفرة بك

Spanish | Español
Información sobre
beneficios y bienestar
de PB en su idioma

Vietnamese | Tiếng Việt
Thông tin về sức khỏe
và lợi ích từ PB bằng
ngôn ngữ của bạn

French | Français
Informations PB sur
les avantages et le
bien-être dans
votre langue

Burmese | မြန်မာ
သတင်းအချက်အလက်
အကျဉ်းချုပ်နှင့်
အကျိုးအမြတ်များ
အားဖြည့်ပေးပါမည်

Punjabi | ਪੰਜਾਬੀ
ਸਹਾਇਤਾ ਅਤੇ
PB ਲਈ ਫਾਇਦਿਆਂ
ਸੰਬੰਧਿਤ ਜਾਣਕਾਰੀ

Swahili | Kiswahili
Manufaa ya PB na taarifa
za uzima katika
lugha yako

Hindi | हिन्दी
आवडी अथवा PB के
लाभ और स्वास्थ्य रक्षने
की जानकारी

Somali | Soomaali
Faaidooyinka iyo
macluumaadka faya-qabka
PB ee luuqadaada

Yoruba | Èdè Yorùbá
Àwọn arifáńtí àti
àlàyé nipa ilera
ì PB ní èdè rẹ

Chinese | 简体中文
福利和健康信息
(您自己的语言)

Haitian Creole | Kreyòl Ayisyen
Enfòmasyon sou
byennèt ak avantaj
PB nan lang ou

Gujarati | ગુજરાતી
PB લેવા અને
સ્વાસ્થ્ય માટેની
જાણકારી

Select Language | Powered by Google Translate

PROJECT: LIVING
plan for tomorrow, live for today

pitney bowes

Supporting physical, emotional, and financial well-being

We center our health and wellness philosophy around each individual's overall well-being. We design our programs to help employees improve their health, physical, financial and mental well-being. Our Project: Living website serves as the gateway to resources and programs to help employees and their families in all areas of their lives. In addition, we offer several global and local initiatives that employees and their families can voluntarily participate in. Examples include:

- Nutrition, fitness and weight management
- Resiliency, stress management and mental health support
- Financial planning, budgeting and savings tools
- Preventive care and cancer screenings



- Vaccination programs (COVID-19, flu and other recommended vaccines)
- Travel medicine consultations
- Ergonomic assessments and back pain prevention
- Smoking cessation programs and resources

To inspire employees and their families to keep active and stay connected in 2021, we continued offering virtual well-being programs including our annual One-in-a-Million Day global walking event, Get Moving fitness program, Change One Nutrition Program, and our Thrive program, which focuses on physical and mental well-being leading into the year-end holiday season.



Navigating the impact of the COVID-19 pandemic

In the second year of the COVID-19 pandemic, we expanded virtual resources to help employees stay healthy at home as well as support our essential workers in the field or in facilities. The online Coronavirus Resource Center which we developed in 2020, continued to serve as a comprehensive resource for employees and their families to access the latest updates and changes to benefits or policies.

Our global cross-functional COVID-19 management team helped by providing guidance on communications, training, and risk assessment for safe distancing, cleaning protocols, hand washing, proper mask and personal protection equipment (PPE) usage and health screening processes.

For employees in the U.S. diagnosed with or directly exposed to COVID-19, we provided benefits to minimize financial hardship. Nurses contacted affected employees to check on their progress to ensure clearance before returning to work. They assisted employees in finding locations for COVID-19 testing, which was provided at no cost under all Pitney Bowes medical plans. They also helped employees access telemedicine resources and primary care physicians. Using our clinic agreements, our nurses worked to procure PPE for our essential employees around the world. In India, Oxygen Concentrators, PPE Kits and Care Packs were sent to employees and their family members, and telehealth services were introduced.

Finding hope in the midst of uncertainty

With the availability of COVID-19 vaccines, we implemented an awareness and education campaign to help employees understand the safety and effectiveness of the vaccine. We conducted virtual webinars and invited medical experts to address employees' top concerns and answer their questions. We also provided managers with resources to help inform and educate their teams.

We established a policy to provide paid time off to obtain vaccines and recover from reactions, and we hosted vaccine clinics in 27 locations to make it easier for employees to get vaccinated. To understand vaccination rates and ensure workplace safety, we created an online vaccine completion form available in 24 languages for employees to report their vaccine status.

Making health care easily 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. In 2021 we expanded our flu shot program by administering flu shots at select facilities while ensuring adherence to CDC-recommended COVID-19 guidelines. In partnership with CVS, we also provided employees with vouchers to obtain free flu shots.

Guiding people along their wellness journey

Pitney Bowes 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.

Promoting and educating on financial well-being

Financial well-being has always been an integral part of the Pitney Bowes wellness philosophy, and we provide 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. In 2021 we introduced a new savings feature, which allows U.S. employees to automatically save money from their paycheck in an interest-earning account.

Fostering a culture of emotional resilience and mental well-being

At Pitney Bowes, the focus on mental and emotional well-being is as important as physical well-being. Our Employee Assistance Program, available in 20 countries, offers employees and their families access to some free mental health counseling and related resources. In the U.S., employees have online resources available anytime and can self-schedule counseling appointments online 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.

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 partnership with our Pitney Bowes Women's Inclusion Network (PBWIN) and LGBTQ+ Advisory Council, we sponsored a diverse panel discussion on Allyship: Amplifying the Voices of Others, to better appreciate the value of allyship to everyone.

In recognition of these efforts, Pitney Bowes was awarded a Bronze level award for the Best Benefits, Wellness and Well-being Program from the Brandon Hall Group, a leading human resources consulting organization.

Supporting families at work and at home

In partnership with our benefit suppliers, we introduced programs to help families meet caregiver responsibilities. Through Bright Horizons Back-Up Care, U.S. employees can get

access to providers when their regular care is unavailable or closed. This service can be used to access care for children or elderly loved ones. 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 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. One of the resources we provide is the Johns Hopkins Work Stride: Managing Cancer at Work program, which supports employees when they or their loved ones are diagnosed with cancer. 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.



Safety

Doing the right thing, the right way is part of our safety culture. Our site leadership and experienced EHS professionals partner to ensure a safe workplace. Through regular evaluations of site safety performance, sharing of successes, and creating projects to engage employees in safety improvements, we identify risks, provide guidance and training, review and learn from accidents, and reduce injuries. We also report monthly to both local site management and senior leadership on safety metrics, trends, risks and regulatory activity. Our monthly webinar for local safety coordinators and site leadership provides an opportunity to train on key topics, raise awareness on recent incidents, and share ideas and best practices. Safety compliance is also an area of focus for the company's Ethics and Compliance Committee at its meetings with business units. In 2022, we added a module on safety to our annual Ethics and Compliance training for employees across the company, further emphasizing our commitment to employee safety and health.

while our Restricted Workday Case Rate was down by 20 percent and our Lost Workday Case Rate decreased by 21 percent.

Most of these reductions came in our Presort Service group, which posted a 35 percent reduction driven by an emphasis on improved employee engagement and resulting focused efforts by all employees. 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). We continue to provide training on pre-shift stretching, ergonomic improvements and proper lifting techniques. As we explore and pilot robotics, we expect improvement in this area. 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.

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 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. 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 2021 we continued our efforts to reduce the number of PIV-related incidents, particularly as the number of PIV accidents per 200,000 work hours rose slightly, from 1.26 in 2020 to 1.28 in 2021. We increased communications on dock

safety operations. 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.

Employee Engagement



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 PB-branded gear to individuals who demonstrate initiative in the reducing of 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

Safety performance

In 2021 our global rate of recordable injuries again improved year over year. Total recordable incident rate (TRIR) includes serious injuries, restricted workday cases, lost time injuries, medical treatment incidents and occupational illnesses. It excludes first aid incidents, business travel and commuting. Our worldwide Total Recordable Incident Rate (TRIR) was down by 23 percent,

and use this process to help. Rewarding safe behaviors helps us maintain a working environment that reduces the likelihood of injury or illness.

Physical and virtual safety audits

We regularly review the safety of our operations through both formal audits and informal site visits. We also 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. The travel restrictions arising from COVID led us to develop virtual auditing processes, and as "normal" travel returns, we continue to utilize these virtual audit tools to enable the team to visit more sites each year, and provide more real-time feedback in addition to in-person site visits and audits.

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.

We also 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.

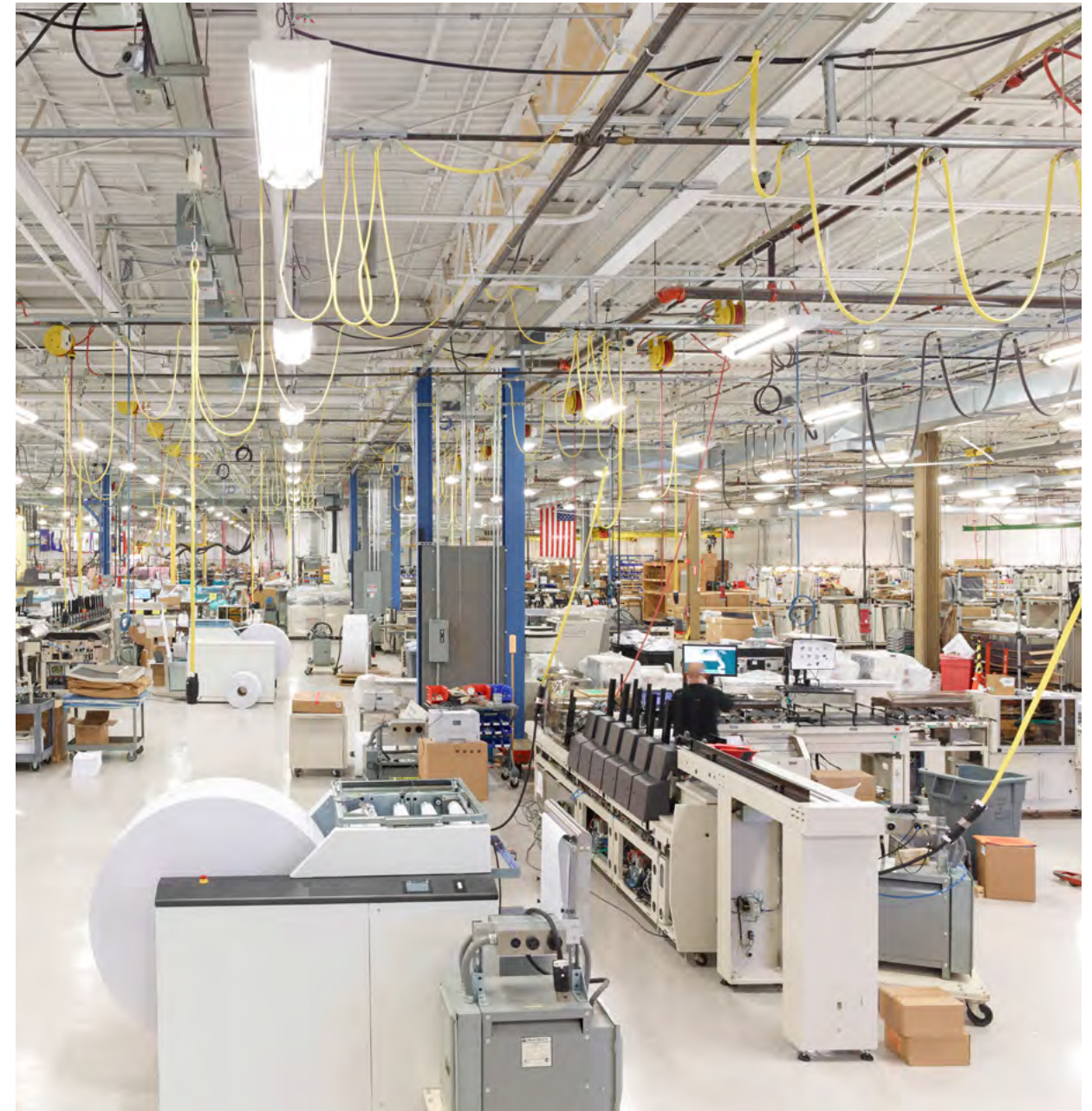
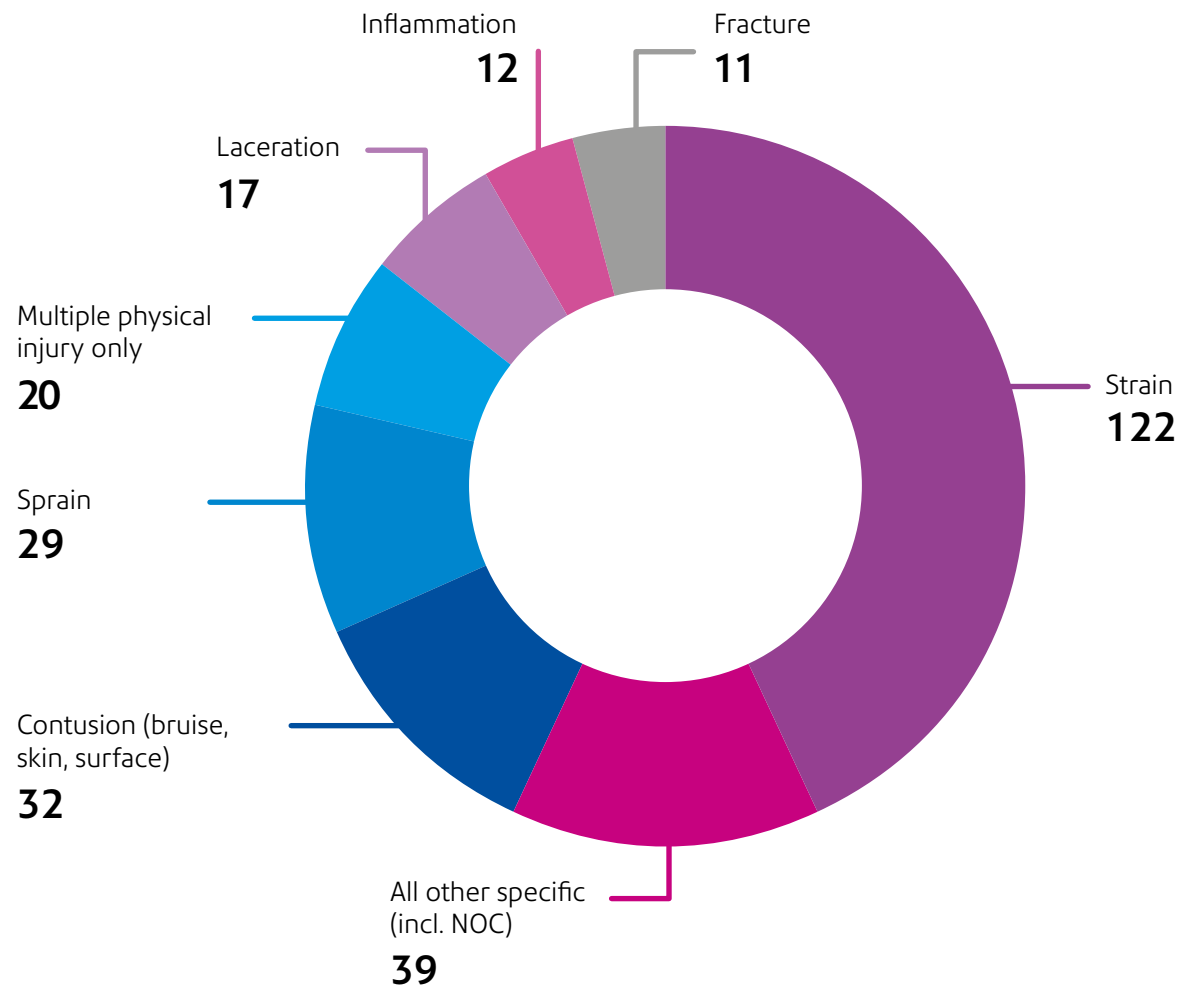
Total recordables

	2017	2018	2019	2020	2021
Total Recordable cases	352	379	409	375	293
Total Recordable Inc rate	1.94	2.39	2.68	2.52	1.94

Injuries by category

	2017	2018	2019	2020	2021
Lost time cases	86	96	127	144	116
Lost workday case rate	0.47	0.67	.77	.96	.77
Restricted cases	221	225	251	180	147
Restricted workday case rate	1.22	1.42	1.58	1.23	.96

Causes of injury



Social Clients and suppliers

After two years of a global pandemic, Pitney Bowes has emerged with stronger client relationships than ever and a host of awards for outstanding service. This achievement reflects both our long tradition of dedication to client needs and new initiatives that have made our organization more flexible, more innovative, and more responsive in everything from product design to manufacturing, sales, support, and external partnerships. Our Client. Team. Innovate. Win. movement epitomizes this heightened client focus and helps accelerate new advances. We reinforce these efforts by selecting suppliers whose quality and service support our approach.

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



Supplier Code of Conduct

GNEMSDC
2021 National Corporation of the Year

NaVOBA



2021 Best Corporations for Veteran's Business Enterprises

Drucker Institute:
Customer Top 10 among Management Top 250



Brandon Hall Excellence Awards for Client-Centered Innovation programs



J.D. Power: Outstanding Customer Service Experience



WBENC:
2021 WeTHRIVE Partnership



A client-centered cultural shift

As our clients' needs continue to evolve, we too evolve to meet them, innovating with humanity and empathy to maximize the value delivered at every stage of each client's experience. From a company with many independently functioning client-focused teams, we have coalesced into a single client-centered organization spanning a full range of corporate functions and business units. Our Client Experience Council provides guidance and training to ensure we have the right



capabilities to deliver value to all our clients. Cross-channel strategy, voice-of-client insights, data analytics and reporting, collaboration, and employee enablement are all part of the Council's charter. Through the Council's activities, clients and employees are regularly invited to participate in events that drive our product and experience innovation.

Our Client-Centered Innovation Program, available to all employees, provides tools that enhance our ability to solve problems with empathy and deliver greater value with speed. This three-month, hands-on program serves both individuals and teams; to date, more than 250 employees have taken part. Developing the program has also allowed us to embed design thinking methodologies into leadership events and foster co-innovation with our clients.

Maximizing accessibility and inclusiveness



To deliver the greatest value for our clients, inclusiveness and accessibility must be built into our solutions. More than a billion people, or 15% of the world's population, experience some form of disability.

Our vision is to deliver the same successful experiential outcome to all, regardless of ability. We also work to ensure continuity of experiences across a global client base. Our dedicated globalization team works with business units early

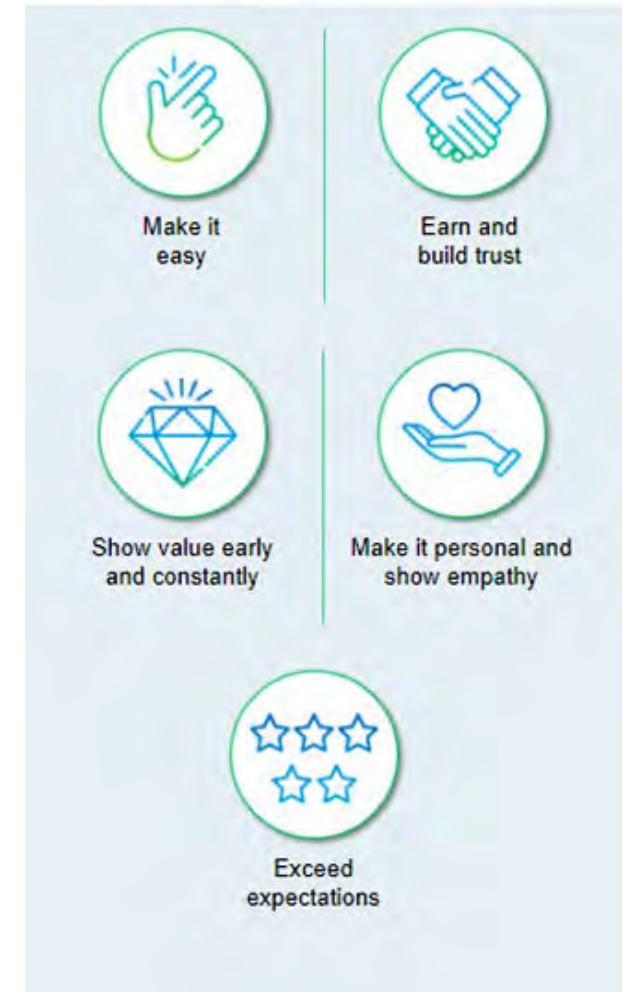
in the planning process to internationalize our offerings—localizing content and strengthening support for new and existing clients, from web content and marketing to billing and account support.

A better client experience

Across all our businesses, we constantly seek out ways to make working with Pitney Bowes more rewarding for our clients:

- In our SendTech business, our approach is grounded in the five Client Experience (CX) Principles highlighted in the accompanying graphic; integrating these principles into our business goals is driving better ways to anticipate client needs and deliver high-value solutions.
- In Global Ecommerce, we strive to innovate solutions that evolve with our clients' unique operational needs. Driving our goal of making Ecommerce logistics easy, we met our clients' challenge over the 2021 peak holiday season with a 99 percent on-time package delivery rate.
- Service gains in our Presort business enabled us to achieve best-in-class Net Promoter Scores for client satisfaction in our industry.

Our CX Principles



Awards

- In 2021, J. D. Power recognized Pitney Bowes for providing “An Outstanding Customer Service Experience” for its Technology Service & Support Program
- For the fifth consecutive year, Pitney Bowes was awarded the Drucker Institute’s Management Top 250, ranking 131 in 2021. Within the Management Top 250, we achieved a Customer Top 10 score in customer satisfaction.



- The Pitney Bowes Client Centered Innovation Program based on Design Thinking received two 2021 Brandon Hall Excellence Awards: Best Results of a Learning Program (Gold) and Best Unique or Innovative Learning and Development Program (Silver)



- The Pitney Bowes ParcelPoint Smart Lockers solution received a 2021 honorable mention from the International Design Awards (IDA) in the Product Design category, specifically “Design for Society”

Driving deeper insight into the client experience

Measuring client experience can be challenging. We address this challenge with a multi-country intelligence program that covers all customer touchpoints to bring customer experience issues to the forefront of the business so we can act on them quickly and effectively. By using text analytics, we can analyze open-text client feedback at a granular level and combine it with insights from multiple data sources to save time and enable a more tailored response.

Supplier code of conduct

The quality of our suppliers and our supplier relationships is critical to our success in serving clients. To ensure the highest standards for our own product and service quality, we impose comparable standards on our suppliers, including requiring that working conditions in our supply chain be safe, that workers are treated with respect and dignity, and that manufacturing processes are environmentally and socially responsible. To ensure that suppliers support this commitment, we provide them with a Supplier Code of Conduct. We expect our suppliers to apply the code’s standards to their own extended sources of supply engaged in the production of

goods and services for Pitney Bowes. See our Supplier Code of Conduct [here](#).

Supplier diversity program

Pitney Bowes is committed to growing our business using diverse suppliers. We believe diverse businesses enhance our global supply base, providing innovative strategies and solutions while meeting or exceeding expectations in the areas of cost, quality and delivery. We work to encourage opportunities for these businesses to be considered as potential suppliers, with a specific focus on:

- Minority (including African American, Hispanic American, Asian American/ Asian Sub-Continent, Native American, Alaska Native)
- Women-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

To enhance this work, we partner with supplier development organizations with a 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 three 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). Our senior leader, Shawn Halladay, Chief Financial and Operating Officer, The Pitney Bowes Bank, has conducted four WeTHRIVE workshops titled “Optimizing Your Financial Performance”.

We have also partnered with the [Connecticut Supplier Connection](#) to provide resources to small and diverse suppliers based in Connecticut.

Second-tier supplier diversity reporting

To ensure diversity throughout the supply chain, some clients monitor both direct and indirect supplier spending (i.e. including the suppliers’ suppliers as well). We provide this additional reporting for clients representing 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. Current categories include Small business, Minority-owned business, Women-owned business, Veteran-owned and Service-Disabled Veteran-owned business, Small certified HUBZone business, and LGBT-owned business.

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 diverse businesses seeking to become suppliers, it provides an opportunity to be discovered and potentially hired by any member company using the platform.

We also encourage diverse suppliers to seek certification from an 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.

"Pitney Bowes has a long history of prioritizing supplier diversity and continues to make investments in the program for the future."



Cynthia Toscano-Lopez
Director of Procurement & Supplier Diversity

Supplier diversity corporate memberships



Supplier diversity performance

In 2021, diverse suppliers (large and small) accounted for 27.7 percent of Pitney Bowes' total spending on U.S.-based suppliers. Small businesses and small diverse businesses accounted for 7.9 percent of the total. Our supplier spend with Veteran-owned businesses was \$6.05M an increase of 120% from 2020 and Service-Disabled Veteran-owned businesses was \$2.08M an increase of 311% from 2020.

Recognition and awards

Our supplier diversity program has repeatedly won 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)
- GNMSDC (Greater New England Minority Supplier Development Council) – 2021 National Corporation of the Year Award
- WBENC - Women's Business Enterprise National Council – 2019 America's Top Corporations for Women-Owned Businesses
- U.S. Veterans Magazine "Top Supplier Diversity Program"



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 2021 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](#).

Social

Our communities

Creating meaningful impact

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

We focus our philanthropy on literacy and education, supporting innovative and effective programs in underserved school districts that are often forced to deal with social and economic inequality. Through philanthropy, partnership and volunteering, we work to help ensure that all students have a better opportunity to grow to their full potential. The programs we support address needs at every stage from early childhood to workforce development, including literacy, STEM (Science, Technology, Engineering and Math) and entrepreneurship education. We work with proven nonprofit partners whose missions and objectives align with our purpose.



More than 190,000 students served

More than 2 million hours of enrichment

More than **\$1.4M** donated through employee giving and matching gifts



Dedicated to volunteerism in support of education

8 countries
49 projects
39 locations
1000+ volunteers



Opportunity for all



Pitney Bowes Foundation focuses efforts on literacy and education equity

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

\$ 3M

to support those impacted by natural disasters and personal tragedies



Through our global community involvement partner—the United Way—and Pitney Bowes Foundation grantees, we are able to make a difference at the local, national and global levels. In addition to literacy and education, we address other critical community needs through our support of disaster relief efforts and organizations that provide access to health and human services. Our intention is to make sound social investment decisions that create value for our communities across the globe. Our 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 with programs designed 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 the communities where they live. 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 colleagues across the company, we support proven programs and new initiatives to help children learn, grow and be prepared for the workforce of tomorrow.

Volunteerism at Pitney Bowes

Pitney Bowes colleagues have a long tradition of enthusiastic volunteer service. Individually and together, our colleagues across the company have volunteered to support early literacy, STEM education, mentoring programs, career development, environmental causes, food and blood drives, and much more. They readily acknowledge that volunteerism has 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.

Our Focus on Literacy and Education Equity

To be a truly inclusive society we all need a fair and equitable playing ground. Unfortunately, a child's economic future is too often dependent upon circumstances beyond their control. The place a child grows up, their race, and their family's income heavily influence their ability to move up the socioeconomic ladder.



Through our philanthropy and through the generous participation of employees across the company, we support literacy and education to open access to equity and opportunity for all children. We strive to help all students build resilience and have a better opportunity to grow to their full potential.



Partnering with Pitney Bowes volunteers

We believe volunteerism is an essential part of building strong communities. Support for our volunteers takes several forms:

Volunteer grants

- Individual Volunteer Grants: In many cases, we recognize colleagues' volunteerism by providing grants directly to the nonprofits where they volunteer. These individual 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 projects undertaken by teams of three or more employees or retirees.

Nonprofit board service

One of the most effective ways for employees to help their communities is through service as board or committee members of relevant organizations. In 2021, 64 employees served on the boards of local, national or global nonprofit organizations, many of them as representatives of Pitney Bowes.

Career development through volunteerism

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

Volunteer champions and local community leadership/CSR teams

By serving as Champions or on Local Community Leadership/CSR Teams around the world, colleagues can help to inspire others to become active volunteers in their communities. Pitney Bowes Foundation grants support their efforts. While the teams' primary focus is literacy and education, their efforts also support essential community efforts including blood drives and collections of food, clothing, books, 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 globally 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. All activities and projects support education, the focus of our philanthropic and community efforts. In 2021, our D2E celebration spanned 49 projects in 39 locations in Australia, New Zealand, Brazil, Ireland, Canada, 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 was a great success despite the continued limitations caused by COVID-19.

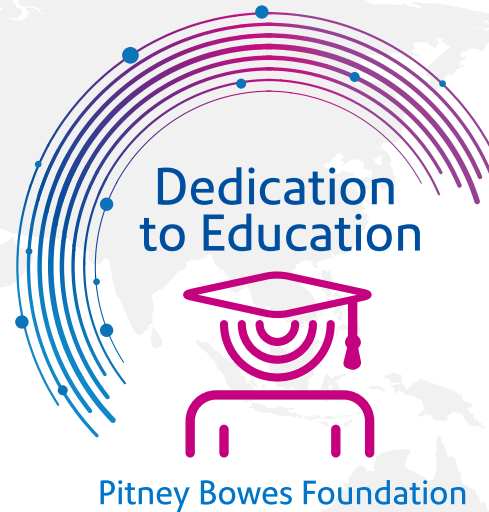


Share the Message: Read!

A longstanding Reading Is Fundamental program we are particularly proud to support is Share the Message: Read!, funded by the Pitney Bowes Foundation. Each year, this program engages our volunteers in working directly with elementary school children to help them experience the joy of reading. This program, conveniently designed as volunteer-in-a-toolkit effort, includes a well-stocked tote bag containing a story-time book for group reading, related craft activities, and an array of age-appropriate books for students to take home. The 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 in 2021, we continued to provide RIF books to children in underserved communities to support their love of reading and learning.

Dedication to Education 2021 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 8 years has made a difference in 11 countries (Australia, New Zealand, Brazil, UK, France, India, Israel, Poland, United States, Ireland, & Canada), with more than 6400 PB volunteers participating in more than 400 projects.



In 2021, our D2E celebration spanned 49 projects in 39 communities in 8 countries, drawing more than 1000 volunteers in Australia, Brazil, New Zealand, Poland, Ireland, United Kingdom, Canada and the United States.

1000+
volunteers



49
projects



8
countries



Our impact

Mentoring students virtually



Building school gardens

Training teachers and
students in remote teaching



Donating technology
supplies for students

Writing letters and words
of encouragement



Volunteering

In light of COVID-19's continued impact on our communities and partner nonprofits in 2021, we offered a number of additional ways for our volunteers to safely support children and families in need in our communities in 2021:

Global volunteer month

In April 2021 we celebrated #GlobalVolunteerMonth, highlighting the power of volunteer service to tackle society's greatest challenges and build stronger, more vibrant communities. 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.

Skill development through volunteerism

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.

Acts of Kindness

In 2021 we continued to encourage our colleagues to share #ActsofKindness in support of friends, family, neighbors, coworkers and the wider community. During these challenging days of "social distancing," our colleagues continued to make a difference in a multitude of ways, including donating blood, supporting first responders at local hospitals with meals, delivering nonperishable foods to local food banks, and helping isolated neighbors by doing grocery shopping.

Call or video chat with an older person in your life	Surprise someone with flowers
Pay for the next person's order at the coffee shop or drive-thru	Tuck a grocery store gift card and a note in a shopping basket

Virtual volunteer offerings

We continue to provide our colleagues with flexible virtual volunteer opportunities to help them safely 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 have encouraged colleagues to consider helping out in many such tasks, from website design and application development to social media promotion, graphic design and data entry.



Micro-volunteering

In 2021 we launched a new series of short-term volunteer opportunities to attract colleagues who might not otherwise have the time to participate in efforts requiring longer time commitments. These micro-volunteer opportunities provide a path to longer-term engagement by engaging volunteers in something new while also advancing the missions of our nonprofit partners.

Volunteering across Pitney Bowes

Australia

Pitney Bowes volunteers worked with socially isolated seniors who became their “Beehive family” at Beehive Industries, where they helped to prepare thousands of Imagination Library books for monthly distribution to children across Australia. Our participation also included support for the “Eat my Lunch” program, which ensures underprivileged children get a healthy meal.



Brazil

Seven PB Brazil colleagues participated with volunteers from ten other companies in the United Way of Brazil’s Day of Action in October 2021. In support of the organization’s Born Learning program, volunteers supported daycare centers and schools serving nearly 2000 families.



United Kingdom

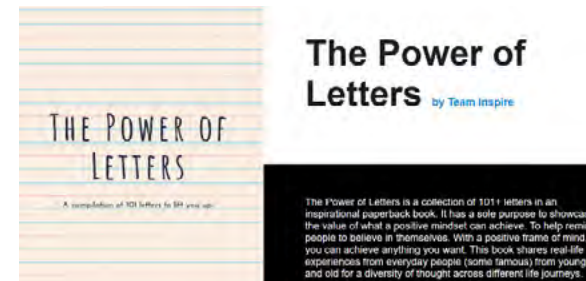
For the third year, U.K. colleagues supported Herts Young Homeless, an organization dedicated to helping young people facing homelessness. Their 2021 efforts included assembly of ‘Christmas Packs’ with the aim of providing essential and holiday items to help young people celebrate the festive period. Christmas Packs typically contain a blanket, 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. And for the third time, 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. They donated more than 140 boxes of essential items to the charity whose work has become even more necessary during the pandemic.



United Kingdom and Ireland

A team of ten colleagues took on the Prince’s Trust Million Makers challenge, working to raise £10,000 to help change the lives of young people across the country. During the project, the team had access to training and coaching on writing business plans, networking, project planning, marketing, communications, budgeting and



financial reporting. The result was a published book, The Power of Letters (print and digital versions), containing inspirational messages from people around the world.

Israel

Over the past several years, Tel Aviv team members have developed a strong partnership with the Achuzat Sara Children’s Home, with the majority of Tel Aviv employees volunteering at Children’s Home programs and events. Throughout the pandemic, our team continued to support the children and staff who remained at the home unable to go home to families. Our contributions included equipment, games, creative materials and food and treats for the children, as well as gifts for the staff. While we were unable to work directly with the students in 2021, our volunteers have lined up an extensive array of activities for 2022, including holiday observances, academic sessions, summer camp, creative activities and birthday celebrations.



India

Our colleagues in India continued to seek ways to support their communities and help those in need. As part of Dedication to Education, our colleagues forged a strategic philanthropic partnership with

the NGO Friends Union for Energizing Lives (FUEL), whose mission is to provide youth in India with access to essential information about career opportunities and create a supportive community to help vulnerable youth to become the leaders of tomorrow. Pitney Bowes partnered with FUEL to conduct 120+ hours of STEM Tutoring sessions with 100 students in more than six schools. They provided tutoring to students with a structured approach to improve academic performance in Science, Mathematics, English, and Social Sciences. Students were also given access to online learning platforms such as Coursera and Byju's. These sessions also involved motivating students to pursue higher education and counselling them on choosing the right careers with insights from Aptitude Tests. The students also received Future Skills training to enhance their understanding of future vocation opportunities. Pitney Bowes has also offered various internships to FUEL students from underprivileged communities. The program aligns to India's 'Empowering the Girl Child' program focused on schools with a higher population of girls from less privileged communities. In addition to the academic support, the team organized a Vaccination Drive for 32 FUEL students at our Pune office.



Poland

The PB Poland Team used their skills and know-how to make a difference for students and teachers this year. Efforts included leading training sessions for teachers on virtual tools to support remote learning, and helping students in need by equipping them with webcams, headphones, and tablets. Our team also helped reduce project costs by negotiating technology as well as training the staff at United Way of Poland.



United States

Back-to-school support across 21 Presort and GEC sites

Throughout the month of August, 21 Pitney Bowes Presort and Global Ecommerce sites helped brighten the school year for more than 1,800

elementary school students by equipping them with supplies they might not otherwise have had.

Early literacy support at Business unit kick-off meetings

We continue to be a longstanding supporter of Reading is Fundamental (RIF), America's largest early literacy nonprofit, through early literacy efforts in the cities hosting all of our business unit annual kick-off meetings. At each event, we displayed RIF books and provided note cards and bookmarks on which our volunteers wrote notes to inspire children with the love of reading. A total of 640 children received two books apiece, including Click Clack Moo: Cows that Type, as well as an animal mask to assemble and play with. PB volunteers at these events wrote inspiring notes on RIF bookmarks that accompanied books donated to students in the communities where the kick-offs were held. Partners for other events around the world included United Way Ready to Read and Day of Action programs, Junior Achievement, Boys and Girls Clubs, local schools, parent-teacher organizations, community centers, children's museums and other educational nonprofits.



Write a Note program with United Way

The Pitney Bowes Foundation partnered with the United Way to offer a virtual volunteer activity for



team members in the United States. This simple letter-writing initiative provides words of encouragement for elementary school children, helping students to feel good about themselves and about learning. To take part, volunteers visited the Write a Note website, entered their message and then clicked on "Send my note." The United Way then printed their messages on note cards and sent them to a school for distribution to students.

JA Inspire Virtual

Last year Pitney Bowes participated in JA Inspire, Junior Achievement's virtual career fair for Middle and High School students throughout Connecticut. Colleagues including Chief Innovation Officer James Fairweather and Chief Information Officer Joseph Schmitt shared insights and career advice for students to view on demand throughout the summer. The 2021 event was such a success that we participated again in 2022, with Chief Financial Officer Ana Chadwick being interviewed in Spanish by Senior Manager of External Communications Marifer Rodriguez. You can visit our booths at JA Inspire here.



Laptop Imaging Project

Throughout the month of August, Pitney Bowes partnered with Bridgeport Public Schools to



ensure that students would have laptops for the coming school year. IT and Innovation team members imaged, scanned, and barcoded more than 4,000 new laptops for the students in a COVID-safe environment. More than 20 volunteers worked with school staff to complete the task before the start of the school year.



School Garden Renovation

Marketing colleagues partnered with the Green Village Initiative and Bridgeport's Columbus School to remove old community garden beds with rotted planters and replace them with new raised beds. This effort transformed the garden into a new outdoor area for students to enjoy.



SCORE volunteering

The Pitney Bowes Foundation is a longtime supporter of our home office chapter of SCORE, a national organization that applies the skills of retired executives to help small businesses succeed. In 2021, SCORE conducted more than 91 workshops/webinars reaching approximately 2000 attendees and conducted more than 3800 mentoring sessions.



Network for Teaching Entrepreneurship

NYC colleagues participated in the Network For Teaching Entrepreneurship's first-ever Northeast Virtual Youth Entrepreneurship Summit in February 2021. Students heard from entrepreneurial leaders, networked with business professionals from NYC and surrounding areas, and received personalized coaching, helped by Career Coaches, Ideation Coaches, and Business Plan Coaches volunteering from Pitney Bowes and other organizations.

Community Vaccination Support

Our Spokane, Washington colleagues in partnership with their local United Way, worked with The Martin Luther King Jr. Family Outreach Center to provide more than 200 “Just Vaccinated” bags to community members receiving a vaccination at the center. The team also provided lunch and notes of appreciation for the volunteer nurses who administered the vaccines.



Helipad—three field maples, two oaks, two small-leaved limes, two hornbeams and one sweet chestnut. Colleagues in New Zealand sponsored the planting of 150 native trees in local schools through the New Zealand Kaipatiki Project. Projects like these provide opportunities to support our communities while making a positive contribution to the environment.

Tree planting

In December, 16 UK employee volunteers worked with Harlow Council to plant ten trees at Harlow



Recognition

American Red Cross



In March 2021, Pitney Bowes was honored by the American Red Cross at the Connecticut/Rhode Island Chapter's *Mission: Possible 2021* – The Home Edition virtual gala. We received the chapter's 2021 Community Impact Award in recognition of our decades of support of the American Red Cross mission and our repeated success in mobilizing the power of volunteers and the generosity of donors.

As Red Cross Regional Chief Executive Officer Mario Bruno noted, "From wartime blood drives to the 1955 launch of its first United Fund giving campaign, to the global appeals that the company launches when disaster strikes one of our communities, Pitney Bowes has been there to help when help is needed most."

Jason Dies, Executive Vice President and President of Sending Technology Solutions, represents

Pitney Bowes on the Red Cross board and serves on its mission capacity committee. In accepting the award, Jason said, "Pitney Bowes is more than delighted to support the Red Cross and the extraordinary work that you accomplish for our communities when people are most vulnerable and in greatest need."

National Association of Fundraising Professionals

Pitney Bowes was proud to be recognized as a 2021 Outstanding Corporation by the NAFP's Connecticut Chapter. The award honored both our financial support and our leadership in encouraging others to take part in philanthropy and volunteer service. We were nominated by Fairfield County's Community Foundation for our support in its response to COVID-19 and for the development and work of the Fairfield County Business Collaborative for Education Equity.



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.

Drives that make a difference

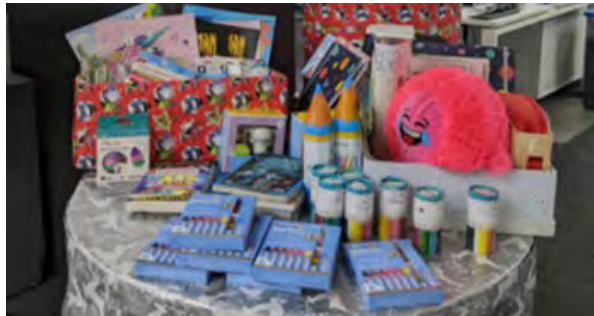
Each year, Pitney Bowes colleagues support their communities through onsite drives and collections to help underserved students and their families. In 2021, seasonal drives were conducted at more than a dozen Pitney Bowes sites. As part of this effort, colleagues in our Poland offices conducted a drive to support refugees from Ukraine. We thank all the champions who led these efforts and the many colleagues who found ways to participate virtually or with social distancing in mind.

- Our Austin, Texas colleagues hosted a Book Drive in partnership with their local United Way as well as a food drive to support The Central Texas Food Bank this year. PB colleagues were able to participate virtually or onsite.



- Australia colleagues hosted their annual Shoe Box Campaign and delivered 21 gifts to students

from Wilmot Public School as part of our partnership with United Way Australia.



- New Zealand team members organized an outdoor picnic and provided lunches for children in need during the holidays.



- Charlotte, North Carolina colleagues hosted a holiday toy drive to support Family & Child services in Charlotte and donated a cart full of Christmas toys.



- Madison, Wisconsin team members partnered with their local United Way to provide donations of three boxes of coats, vests, and other winter clothing materials. The team also collected nearly two barrels of food for their local food pantry.
- Poland colleagues supported three seniors, four single-parent families and three multi-children families through the Social Welfare Centre, collecting food, cleaning products, school stationery, toys, and electronic gadgets.



- Reading, Pennsylvania coworkers came together to support Helping Harvest through food donations for Thanksgiving. The team also held a holiday toy drive with Berks Connection and donated more than 140 gifts for 47 families over the course of the year.
- Salt Lake City, Utah colleagues partnered with The Christmas Box International during the holiday season, providing gifts to 14 vulnerable children, teens and young adults.
- Shelton, Connecticut team members partnered with Valley United Way in virtual food and toy drives for local food banks and TEAM Inc, which supplies holiday toys to more than 1,200 children each year.
- Spokane, Washington volunteers supported Spokane Refugee Connections this year through a virtual holiday drive, making donations through an Amazon Wish List.
- Colleagues at our Stamford, Connecticut corporate headquarters partnered with our landlord and other companies in our building to support local organizations including the Food Bank of Lower Fairfield County, Person to Person (winter clothing donations), and Kids Helping Kids. The team also partnered with Children's Learning Centers of Fairfield County to support families in need through donations of gift cards, books, and Pj's via an online platform.
- Tampa, Florida colleagues supported The Spring, a domestic violence shelter for women and children, by fulfilling wishes from its clients' virtual wish lists and providing snacks for their holiday party.

Doubling our impact around the globe



Colleagues also engage in their communities through our giving programs. Each year, Pitney Bowes employees in the U.S., U.K., Canada, Australia, India and Japan give generously to charities. Our annual giving campaign, conducted in partnership with United Way Worldwide for more than 75 years, allows colleagues 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 more than \$1.4 million USD in donations to the United Way, the Pitney Bowes Relief Fund, Red Cross/Red Crescent Societies and more than 1000 other charities around the world, thanks to employee pledges and Foundation matching gifts. Through the matching gifts program, the company facilitates charitable giving through payroll deduction in several countries, and the Pitney Bowes Foundation matches employee giving in all participating locations. And because the company pays all administrative costs, 100 percent of contributions and the Pitney Bowes Foundation's matching funds go directly to charity. We are particularly grateful to our campaign Champions this year, whose continued creative use of virtual activities helped overcome limitations imposed by COVID-19. Here are some examples of their engaging campaign efforts:

- In Japan, colleagues combined creativity with generosity, making donations to participate in an in-person flower arranging class taught by a colleague. They also conducted virtual auctions of donated items, with proceeds going to the Central Community Chest of Japan and matched by the Pitney Bowes Foundation.

- Our Reading, Pennsylvania team conducted an onsite Wheel of Fortune activity where participants could spin the wheel for prizes.



- The Spokane, WA team held a virtual Halloween Pumpkin Carving and Costume Contest open to family members as well.
- The Australia Team offered a virtual activity, "The Sixty with Manju Singh," inspired by the format from the Australian TV show, "The Hundred with Andy Lee."



- The Arizona Team hosted weekly activities, including their annual onsite Silent Auction.
- In India, contributions supported our partner NGO, Friends Union for Energizing Lives (FUEL), which supports underprivileged youth in the community.

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 programs that focus on literacy, core curriculum and science, technology, engineering, arts and math (STEAM) disciplines.
- 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 employees 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.

The deep social divides of recent years have taught businesses and citizens alike that if we are to succeed together, we must meet this moment by uniting to take action for positive change. For Pitney Bowes CEO Marc Lautenbach, a key step has been the development of a new approach to supporting students in need of help in our headquarters community of Fairfield County, Connecticut. In conjunction with the county's Community Foundation, Marc joined forces with leaders of other local businesses to launch the Fairfield County Business Collaborative for Education Equity to help fund programs in urban school districts throughout the area.

The Collaborative is a multi-year undertaking designed to reduce and eliminate educational disparities among our region's students, parents, guardians, teachers and staff at every level from pre-K through grade 12+. Initial efforts focus on supporting local nonprofits through initiatives in early childhood education, high school, and hunger relief for all students. Methods to achieve these goals 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 students onsite at schools

- Provided public school teachers with classroom materials through a Donors Choose campaign that supported nearly 250 projects and reached nearly 25,000 student experiences across 39 schools
- Helped prepare more than 4,000 laptops for public school students through employee volunteer efforts
- Raised \$1.4 million from seven founding companies to support future educational programs

In 2021, the Collaborative distributed its first round of grants, totaling \$300,000, to seven nonprofits focused on summer learning, kindergarten and college readiness, and food insecurity: Bridgeport Prospers (United Way of Coastal Fairfield County), Carver Foundation of Norwalk, Children's Learning Centers of Fairfield County, Norwalk Community College Foundation, Person-to-Person, Domus Kids, and Horizons Bridgeport.



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 to prescribe books to children who are at risk of arriving at school with underdeveloped literacy skills. Reach Out and Read helps children prepare for success in school by incorporating books into 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. The grant provides 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 a curriculum on social and emotional development.

Reading Is Fundamental

- Since 2004, Pitney Bowes and the Pitney Bowes Foundation have supported the important work of Reading Is Fundamental (RIF), the nation's largest children's literacy organization. Our support has included funding for teacher training, book distributions to underserved school districts, and the development of Share the Message: Read! volunteer toolkits. Under this program, volunteers read with children in pre-K



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

Mentoring and youth leadership development

- 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 2021, the Pitney Bowes Foundation provided a grant to the Southwestern Connecticut chapter. 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 empower underserved children by inspiring adults to read aloud to them regularly. In March 2021 (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.
- 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 2021, we 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 recently joined LiveGirl's board of directors.
- In 2021, PB colleague Katherine Valaitis, Talent Advisor, Global Ecommerce and Presort Services, partnered with Kaitlyn Price from 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.

- 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 support to the Horizons National Student Enrichment Program, which provides summer programs in 19 states for at-risk, low-income students in partnership with nearly 500 U.S. independent schools, colleges and universities. Our support provides Horizons affiliates with reading specialists, assessment tools, training and STEM materials to help manage curriculum and facilitate data sharing with parents and public schools. This year we were delighted to be an Education Sponsor of the organization's annual conference.

- We are longtime supporters of SoundWaters, a Connecticut organization 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. We recently made a multi-year commitment to SoundWaters to help them build a new Harbor Center that will enable year-round education, research and job training programs.
- Boys & Girls Clubs throughout the United States have benefited from our volunteer involvement as well as funding from the Pitney Bowes Foundation. In 2021 the Foundation provided grants to support literacy and academic success for students at the Boys & Girls Clubs of Spokane County (Washington), Greater Dallas (Texas), and Stamford (Connecticut).



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



- The Pitney Bowes Foundation partnered with MIND Research Institute to expand access to ST MATH, a transformative mathematical experience, to students in grades pre-K-8 in Connecticut, Indiana, and New York. 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. Last year our support enabled MIND Research Institute to offer the program free of charge to students across the U.S. so they could access these outstanding learning tools from home. 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. For 100 years, JA has delivered hands-on, experiential learning that creates pathways to employability, job creation, and financial success. We support JA both through employee volunteerism and Pitney Bowes Foundation grants. This year, we supported Financial Literacy education, career readiness mentoring and the JA Stock Market Challenge in New York City, and 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 into productive citizens, utilizing Community Action Networks to focus on issues of school performance as well as physical, social and emotional factors at key stages from Infant Health and Development to Postsecondary, College and/or Career. Our grants support 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.

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.

Partnership with United Way



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. The Ride United program expanded to include vaccine rides and other in-demand services, while United Way fostered partnerships to increase equity in vaccine access. Although this program was catalyzed by the pandemic, it's an innovative approach to longstanding food access issues in the United States. So far, it has served people in more than 455 cities and towns and has provided more than 718,000 free deliveries of an estimated 9.1 million meals.

Our local United Ways continued their essential COVID-19 response work across the U.S. and around the world. And when India experienced a devastating COVID-19 outbreak, the organization rallied supporters and raised more than \$60 million for relief, demonstrating yet again the power of the United Way network to improve education, financial stability, and health for the most vulnerable.

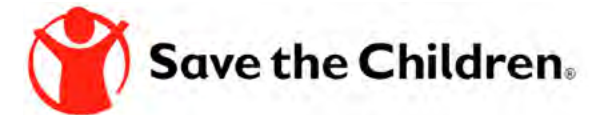
Disaster relief

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; and in 2021, the COVID-19 outbreak in India.



Ukraine humanitarian relief



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 new global appeal in support of the International Committee of the Red Cross, International Rescue Committee and Save the Children.

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.

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 contributions and matching funds go directly to help those in need. In 2021, given the extraordinary impact of COVID-19 on our colleagues in India, the Fund was able to provide emergency financial assistance to several Pitney Bowes families to help them procure food and medical supplies.



Following extraordinary natural disasters such as the California wildfires, the Relief Fund assists other nonprofit organizations in their rescue, relief and recovery efforts. In 2021 the Relief Fund 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).

American Red Cross

In addition to our long-time collaboration with the American Red Cross on blood drives, we also support its 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. and through global appeals conducted when disasters have struck our operations outside the U.S.



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.

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

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

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

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

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

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.

Performance

Pitney Bowes Foundation grants program results

	2020	2019	2018	2017	2016
Number of organizations that received grants	114	137	136	135	109
Number of students directly impacted by PB grants	196,865 (A)	117,704	111,253	154,785	186,989
Number of teachers directly impacted by PB grants	3,652	3,421	3,388	4,142	3,113
Hours of student enrichment	2,178,272 (B)	4,004,567	4,015,636	4,299,947	4,310,879

(A) The increase from 2019 to 2020 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 time frame and/or track learning hours

Also contributing to the decrease of learning hours in 2020, was the mix of agencies awarded grants in 2020 vs 2019

Total Giving

- Pitney Bowes Foundation, Pitney Bowes Relief Fund and corporate contributions: \$3.5 million
- Pitney Bowes Foundation Literacy and Education grants: \$1.8 million
- Pitney Bowes Foundation Volunteer grants: \$99,000
- Total donations through employee giving and matching gifts: Financial support to nonprofits in the U.S., Canada, U.K., India, Japan and Australia: \$1.4 million
- Corporate contributions in support of charitable causes: \$588,000

In addition, aggregate value of employee volunteerism: \$1.6 million / 17.1 thousand hours (includes hands-on and skills-based volunteer activities as well as nonprofit board service.)





Appendix



Supporting the United Nations Sustainable Development Goals

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

SDG

 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>At Pitney Bowes, we seek to conduct our business in a manner that contributes to the well-being of all our stakeholders, including clients, employees and communities. Our activities do not directly involve the use, production or emission of substances that pose significant threats to public health or the environment.</p> <p>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.</p>
 <p>4 QUALITY EDUCATION</p>	<p>Starting in Pitney Bowes' early days, CEO Walter Wheeler established fairness, partnership, and community service as core values in our culture.</p> <p>Today, we apply those values around the world through the work of the Pitney Bowes Foundation and the generous participation of employees.</p> <p>We focus our philanthropy on literacy and education, supporting programs in underserved school districts to help overcome social and economic inequality.</p> <p>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.</p>
 <p>5 GENDER EQUALITY</p>	<p>Pitney Bowes strives to maintain a diverse, inclusive and safe workplace, with equitable opportunities for growth and development, supported by strong compensation, benefits and health and wellness programs, and by programs that build connections between our employees and their communities.</p> <p>We believe that a diverse workforce is critical to our success. We celebrate a rich mix of countries, cultures, ages, races, ethnicities, gender identities, sexual orientation, abilities and perspectives that showcase our humanity, differentiate us as individuals and enhance our businesses.</p> <p>Women comprise 50 percent of the Independent Directors of the Pitney Bowes Board , 27 percent of our senior management and 43 percent of our workforce.</p>
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>We are committed to increasing our reliance on renewable energy at our sites. In 2021, we more than doubled our share of electricity coming from renewable sources. We work to improve energy efficiency throughout our operations with an overall objective of achieving carbon neutrality by 2040.</p>



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

In 2021, we continued our work by recruiting technicians by partnering with vocational and technical schools and other organizations reaching diverse pools of talent; developing virtual processes to replace in-person facility visits, interviews and internships; and developing new social content on health and wellness for the benefit of all employees.

We have a comprehensive health and safety management system to protect our colleagues and 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

This Pitney Bowes 2021 ESG Report is in reference to the GRI Standards.

General standard disclosures

102-1	Organization name	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney-bowes-inc-2021-annual-report.pdf
102-2	Primary brands, products, and services	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney-bowes-inc-2021-annual-report.pdf
102-3	Headquarters location	3001 Summer St. Stamford, CT 06926	

102-4	Where the organization operates	Pitney Bowes serves businesses worldwide through direct sales and partners	https://www.pitneybowes.com/us/region-select.html
102-5	Nature of ownership and legal form	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney-bowes-inc-2021-annual-report.pdf
102-6	Markets served	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney-bowes-inc-2021-annual-report.pdf
102-7	Scale of the organization	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney-bowes-inc-2021-annual-report.pdf
102-8	Total number of employees by type	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney-bowes-inc-2021-annual-report.pdf
102-9	Supply chain description	Working with suppliers Supplier diversity Conflict Minerals	https://www.sec.gov/Archives/edgar/data/0000078814/000007881422000015/a2022formsd.htm

102-10	Organizational changes during the reporting period	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney-bowes-inc-2021-annual-report.pdf
102-13	Membership associations	Advocacy	https://www.pitneybowes.com/us/our-company/corporate-responsibility/advocacy.html
102-14	CEO letter	Letter from, President and CEO	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney-bowes-inc-2021-annual-report.pdf
102-15	Key impacts, risks, and opportunities.	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney-bowes-inc-2021-annual-report.pdf
102-16	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	Pitney Bowes Business Practices Guidelines	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/our-company/corporate-responsibility/business-practices-guidelines-pitney-bowes-us.pdf
102-17	Report the internal and external mechanisms for seeking advice and reporting concerns about ethics.	Pitney Bowes Business Practices Guidelines	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/our-company/corporate-responsibility/business-practices-guidelines-pitney-bowes-us.pdf
102-18	Governance structure of the organization	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney-bowes-inc-2021-annual-report.pdf

102-22	Composition of the board and its committees	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney-bowes-inc-2021-annual-report.pdf
102-23	Chair of the highest governance body	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney-bowes-inc-2021-annual-report.pdf
102-24	Nomination and selection processes for the board and its committees	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney-bowes-inc-2021-annual-report.pdf
102-25	Board conflicts of interest	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney-bowes-inc-2021-annual-report.pdf
102-26	Board and senior executives' roles in the organization's mission statements, strategies, policies, and goals related to economic, environmental, and social impacts.	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney-bowes-inc-2021-annual-report.pdf
102-40	Stakeholder groups	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney-bowes-inc-2021-annual-report.pdf
102-42	How stakeholders are identified	Pitney Bowes Annual Report	https://www.pitneybowes.com/content/dam/pitneybowes/us/en/annual-report-2021/pitney-bowes-inc-2021-annual-report.pdf

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

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

Diversity and equal opportunity

103	Management approach (103-1, 103-2, 103-3)	2021 ESG Report: Our People > Diversity and Inclusion (pg. 23-32)	
405-1	Diversity of governance bodies and employees	2021 ESG Report: Our People > Diversity and Inclusion (pg. 23-32) Pitney Bowes 2022 Proxy Statement 2021 EEO-1 summary	

Local communities

103	Management approach (103-1, 103-2, 103-3)	2021 ESG Report: Our Communities (pg. 50-69)	
413-1	Operations with local community engagement, impact assessments, and development programs	2021 ESG Report: Our Communities (pg. 50-69)	

Customer privacy

103	Management approach (103-1, 103-2, 103-3)	2021 ESG Report: How We Operate (pg. 2-7)	
418-1	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Pitney Bowes 2021 Form 10-K 2021 ESG Report: How We Operate > Customer Privacy (pg. 7)	

Environment

301-3	Reclaimed products and their packaging materials	2021 ESG Report: Achieving environmental sustainability – Green remanufacturing (pg. 15-16) and Environmental performance (pg. 19-22)	
302-1	Energy consumption within the organization	2021 ESG Report: Achieving environmental sustainability – Environmental performance (pg. 19-22) CDP report	https://www.cdp.net
302-2	Energy consumption outside of the organization	2021 ESG Report: Achieving environmental sustainability – Environmental performance (pg. 19-22) CDP report	https://www.cdp.net
302-3	Energy intensity	2021 ESG Report: Achieving environmental sustainability – Environmental performance (pg. 19-22) CDP report	https://www.cdp.net

302-4	Reduction of energy consumption	2021 ESG Report: Achieving environmental sustainability – Environmental performance (pg. 19-22) CDP report	https://www.cdp.net
302-5	Reductions in energy requirements of products and services	2021 ESG Report: Achieving environmental sustainability – Reducing the environmental impact of our products (pg. 14-17) and Environmental performance (pg. 19-22) CDP report	https://www.cdp.net
303-1	Interactions with water as a shared resource	2021 ESG Report: Achieving environmental sustainability – Water usage (pg. 17)	
303-2	Management of water discharge-related impacts	2021 ESG Report: Achieving environmental sustainability – Water usage (pg. 17)	
303-3	Water withdrawal	2021 ESG Report: Achieving environmental sustainability – Water usage (pg. 17)	
303-4	Water discharge	2021 ESG Report: Achieving environmental sustainability – Water usage (pg. 17)	
303-5	Water consumption	2021 ESG Report: Achieving environmental sustainability – Water usage (pg. 15-17)	

304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	2021 ESG Report: Achieving environmental sustainability – Responsible packaging (pg. 15-17)	
304-2	Significant impacts of activities, products, and services on biodiversity	2021 ESG Report: Achieving environmental sustainability – Responsible packaging (pg. 15-17)	
304-3	Habitats protected or restored	2021 ESG Report: Achieving environmental sustainability – Responsible packaging (pg. 15-17)	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	2021 ESG Report: Achieving environmental sustainability – Responsible packaging (pg. 15-17)	
305-1	Direct (Scope 1) GHG emissions	2021 ESG Report: Achieving environmental sustainability – Environmental performance (pg. 19-22) CDP report	https://www.cdp.net
305-2	Energy indirect (Scope 2) GHG emissions	2021 ESG Report: Achieving environmental sustainability – Environmental performance (pg. 19-22) CDP report	https://www.cdp.net
305-3	Other indirect (Scope 3) GHG emissions	2021 ESG Report: Achieving environmental sustainability – Environmental performance (pg. 19-22) CDP report	https://www.cdp.net

305-4	GHG emissions intensity	2021 ESG Report: Achieving environmental sustainability – Environmental performance (pg. 19-22) CDP report	https://www.cdp.net
305-5	Reduction of GHG emissions	2021 ESG Report: Achieving environmental sustainability – Environmental performance (pg. 19-22) CDP report	https://www.cdp.net
305-6	Emissions of ozone-depleting substances (ODS)	Not significant – CDP report	https://www.cdp.net
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Not significant – CDP report	https://www.cdp.net
306-1	Water discharge by quality and destination	2021 ESG Report: Achieving environmental sustainability – Water usage (pg. 17)	
306-2	Waste by type and disposal method	2021 ESG Report: Achieving environmental sustainability – Reducing the environmental impact of our products (pg. 14-17) and Environmental performance (pg. 19-22)	
306-3	Significant spills	Not applicable	

306-4	Transport of hazardous waste	Not applicable	
306-5	Water bodies affected by water discharges and/or runoff	Not applicable	
307-1	Non-compliance with environmental laws and regulations	None	
308-1	New suppliers that were screened using environmental criteria	2021 ESG Report: Achieving environmental sustainability – Sustainable procurement (pg. 15)	
308-2	Negative environmental impacts in the supply chain and actions taken	2021 ESG Report: Achieving environmental sustainability – Sustainable procurement (pg. 15)	

Health and safety

403-1	Occupational health and safety management system	2021 ESG Report: Safety (pg. 42-44)	
403-2	Hazard identification, risk assessment, and incident investigation	2021 ESG Report: Safety (pg. 42-44)	

403-3	Occupational health services	2021 ESG Report: Safety (pg. 42-44)	
403-4	Worker participation, consultation, and communication on occupational health and safety	2021 ESG Report: Safety (pg. 42-44)	
403-5	Worker training on occupational health and safety	2021 ESG Report: Safety (pg. 42-44)	
403-6	Promotion of worker health	2021 ESG Report: Safety (pg. 42-44)	
403-8	Workers covered by an occupational health and safety management system	2021 ESG Report: Safety (pg. 42-44)	
403-9	Work-related injuries	2021 ESG Report: Safety (pg. 42-44)	
403-10	Work-related ill health	2021 ESG Report: Safety (pg. 42-44)	
404-1	Average hours of training per year per employee	2021 ESG Report: Safety (pg. 42-44)	

Product safety

416-1	Assessment of the health and safety impacts of product and service categories	2021 ESG Report: Achieving environmental sustainability – Reducing the environmental impact of our products (pg. 14-17) and Environmental performance (pg. 19-22)	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	2021 ESG Report: Achieving environmental sustainability – Reducing the environmental impact of our products (pg. 14-17) and Environmental performance (pg. 19-22)	
417-1	Requirements for product and service information and labeling	2021 ESG Report: Achieving environmental sustainability – Reducing the environmental impact of our products (pg. 14-17) and Environmental performance (pg. 19-22)	
417-2	Incidents of non-compliance concerning product and service information and labeling	2021 ESG Report: Achieving environmental sustainability – Reducing the environmental impact of our products (pg. 14-17) and Environmental performance (pg. 19-22)	
417-3	Incidents of non-compliance concerning marketing communications	2021 ESG Report: Achieving environmental sustainability-Reducing the environmental impact of our products (pg. 14-17) and Environmental performance (pg. 19-22)	

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, C1.2a, C1.3 and C1.3a
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
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.	C4.1b, 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,

2021 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
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CERTIFIED DATE [EST]: 5/16/2022 1:48 PM

TITLE: EEO, AA & HR Compliance Manager
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