MAKE EASIER
AND CHANGE

2018 Business Report
Le Groupe La Poste continues to make life easier for its customers and innovate to meet their needs for local services. This is its purpose and its core know-how. This is how it intends to be useful to millions of people, thanks to its postal workers’ daily commitment.
Development, governance, branches... Learn about the Group’s organisation and key indicators for a better grasp of Le Groupe La Poste’s business.

Profile and strategy
Message from the Chairman

How do you see 2018?
This year, the Group contended with a number of adverse trends in its different markets. Despite the difficult context, the Group’s transformation continued. One indicator is clear proof of this: our revenue increased, even though the share of traditional mail in our business diminished. In 2013, it represented 37% of our revenue. At end-2017, it came to 31% and we are finishing 2018 at 28%. This trend shows how far-reaching the Group’s transformation is.

“We continued to prepare for the future by investing €1.5 billion in 2018.”

Philippe Wahl,
Chairman and Chief Executive Officer of Le Groupe La Poste
It also bears out the Group’s strategy of diversifying, for example through the new postmen services or through its acquisitions in the silver economy or digital services. In 2018, we continued to prepare for the future by investing €1.5 billion in upgrading our logistics and industrial plant, in information systems and digital systems, in our vehicles too and in property.

2018 was also something of a watershed year, since the Group announced a very important project for the future of La Poste and for the regions. Yes, the French government has announced plans for a strategic equity alliance between La Caisse des Dépôts and La Poste and, within this framework, between La Banque Postale and CNP Assurances, to form a major public finance division tasked with boosting regional development. This would give it the necessary leverage to combat the inequalities between regions, accelerate local authorities’ digital transformation and develop new services to individuals and innovative environmentally-friendly urban logistics solutions.

What do you consider La Poste’s main assets today? First and foremost, postal workers’ commitment and professionalism in all of the business units. Thanks to them, the transformation is moving forward every day and I would like to thank each and every one of them for the progress made.

Next, the Group is demonstrating an unflagging capacity for innovation. Whether it is the Geoptis onboard road-inspection camera in postmen vehicles, Ma French Bank, La Banque Postale’s new fully-mobile and digital bank, or the new post office concepts, all of the teams are blazing new trails to new services. This is the face of a group capable of seizing its future. Lastly, our responsible vision is also a strong point. La Poste remains faithful to its history and its commitments, which allows it to implement an active CSR policy. In 2018, the Group was the first postal operator in the world to issue a green bond, worth €500 million, and the first to obtain the highest score in the CDP(1) carbon management rating. La Banque Postale, for its part, has pledged to ensure that the assets it manages are 100% SRI by 2020, which is a global first in finance.

What do you see as the outlook for 2019? It will also be a tough year too, with many challenges. But we have the capacity to meet these challenges confidently and clear-sightedy. The growth drivers we have identified – e-commerce and urban logistics, the silver economy and healthcare, trusted digital services partner, modernisation of public action, and the energy transition – are at the crux of the changes under way in societies and consumer spending patterns. The Group is positioning itself in these sectors and maintaining a high level of investment. The Group is going to continue working on the planned strategic equity alliance between La Poste and La Caisse des Dépôts so that it can take effect in early 2020. In 2019, Le Groupe La Poste will continue to make life easier for its customers and innovate to be useful to the whole of society. This is the whole point of our transformation: to be the leading company for local, in-person services.

(1) CDP: formerly Carbon Disclosure Project, a British rating agency.

That’s the point of our transformation: to be the leading company for local, in-person services.”

Philippe Wahl
The Executive Committee

1. Philippe Wahl
   Chairman and Chief Executive Officer of Le Groupe La Poste

2. Philippe Bajou
   Executive Vice President, Secretary General, Chairman of Poste Immo

3. Anne-Laure Bourn
   Executive Vice President, in charge of La Poste Network

4. Yves Brassart
   Executive Vice President, in charge of Finance and Development

5. Paul-Marie Chavanne
   Executive Vice President, Chairman of GeoPost/DPDgroup

6. Nathalie Collin
   Executive Vice President, in charge of Digital Services and Communications

7. Yves Desjacques
   Executive Vice President, in charge of Human Resources

8. Philippe Dorge
   Executive Vice President, in charge of the Services-Mail-Parcels Business Unit

9. Nicolas Routier
   Executive Vice President, in charge of Institutional Strategy and Regulatory Affairs

10. Rémy Weber
    Executive Vice President, Chairman of the Management Board of La Banque Postale
The Group’s transformation in figures

La Poste is a société anonyme, or limited company, with 100% public capital, organised into five Business Units.

Services-Mail-Parcels

This Business Unit is driving online retail with Colissimo solutions, reinventing mail services and developing a package of neighbourhood services delivered by nearly 72,000 postmen and parcel delivery staff. Its Axéo Services subsidiaries for in-home services, Diadom and Asten Santé for home-based healthcare services.

GeoPost/DPDgroup

GeoPost, the specialist in rapid and express worldwide deliveries of parcels weighing less than 30 kg, no. 2 in Europe, gathers its subsidiaries under the international umbrella brand DPDgroup (DPD, Chronopost, SEUR and BRT). GeoPost/DPDgroup operates in 230 countries and delivered 1.3 billion parcels around the world in 2018.

La Banque Postale

For individuals, companies, professionals, players from the local public sector and the social economy, La Banque Postale is pursuing its diversification and digitalisation, and offers a comprehensive range of simple, useful and transparent banking and insurance products and services at affordable prices.

The Digital Services Business Unit

This Business Unit has two activities. The first is as a commercial operator of online services and digital offerings for businesses, the local public sector and private individuals. It operates through its specialised subsidiaries: Docaposte, Mediapost Communication and the e-commerce portal, laposte.fr. Its second activity revolves around the Group’s modernisation and digital transformation, and new service development on behalf of the other Business Units.

La Poste Network

La Poste Network’s 17,238 service points make it the leading network of local, in-person services in France. As the local outlet for the Group’s products and services, and in particular for La Banque Postale’s banking services, it is firmly rooted in the daily life and projects of all of its customers and in the economic development of France’s regions.

251,219
employees(1) including 37,094 outside France
(1) Full-time equivalents.

17,238
retail outlets across France

230
countries serviced by GeoPost/DPDgroup

23.3 billion
articles delivered per year in the world (letters, advertising media, parcels and express deliveries)

€24.7 bn
of revenue, of which 27% is generated on international markets

€1.5 bn
invested for the Group’s development

No. 1
country number of the Group’s bank for loans to regional authorities and public hospitals

No. 1
country hosting company for health data in France

No. 1
country local network with 1.3 million customers a day

10 million
new services provided by postmen

Nearly 12,000
buildings (offices, post offices, logistics platforms, etc.) throughout France

Nearly 40,000
electric vehicles of all types (including 16,260 vehicles that are neither bikes nor trolleys) to deliver mail and parcels six days a week
A multi-business, performance-driving group

Unlike other European postal service providers, Le Groupe La Poste has chosen to retain its multi-business model, based on a local network and services, mail, express deliveries, banking, insurance and digital services. Thanks to the economic complementarity and synergies between the business sectors, it is strengthening the company’s solidity. Le Groupe La Poste can leverage this asset to step up its investments in each Business Unit. It is the 251,000 employees who sustain this organisation and the Group’s ambition on a daily basis. Their professional skills and areas of expertise are evolving to serve a clearly-identified objective: that of pursuing La Poste’s transformation so that it becomes the leading provider of local, in-person services for everyone.
What we want to achieve and how we intend to do it

Drawing on a multi-business model to become the leading provider of local, in-person services: this is Le Groupe La Poste’s guarantee of performance and its customers’ guarantee of a local presence.

Not all postal service providers in Europe or around the world have opted for a multi-business model. The German postal service provider has chosen a purely logistics approach, so there are no longer any post offices in German towns. The Italian postal service provider has focused on financial services, and in particular life insurance products and banking services. Le Groupe La Poste has chosen a business model based on five businesses, which, because they have different cycles, are perfectly complementary. This enables it to offer a varied range of products and services designed to be of use to as broad a cross-section of the population as possible, and make life easier for them.

Le Groupe La Poste has to contend with a decisive challenge posed by the digital revolution and the steady decline in the volume of mail: namely to reduce its revenue share from this activity and boost growth in its other activities, while successfully carrying through its digital transformation. In 2018, traditional mail represented 28% of revenue, by comparison with 31% in 2017. The goal is to bring the figure below 20% by 2020, thanks mainly to new offline and digital services for both individual customers and businesses. The choice of a multi-business model has allowed the Group to continue its transformation and expand its operations.

In 2018, Le Groupe La Poste invested a record total of €1.5 billion. Despite a difficult economic context, its revenue increased by 2.4%. This growth was achieved by diversifying its businesses: local services, deliveries and digital services. The Group is continuing to invest in information systems and real estate with a view to building up its industrial plant (€450 million over three years) and catering for the growth in parcel volumes (by upgrading and building multi-flow mail and parcel platforms) and the flows of small international goods. The Group is also pursuing its development through acquisitions, such as Asendia and Ninja Van in the parcels segment, or Voxaly in remote voting.

Faced with the ecological transitions, the opportunities and challenges of digital technology and the issues at stake in social and regional cohesion, Le Groupe La Poste is making a commitment and taking action for a more sustainable world for the good of society as a whole. The Group has chosen to focus its efforts and pour all of its energy into three transitions, which are all major challenges: maintaining social and regional cohesion, making digital technology ethical and responsible, and speeding up the ecological transitions.

And in practice?
Le Groupe La Poste’s business model

To make life easier for everyone and offer its services to as many people as possible, Le Groupe La Poste grounds its operations on a business model. A responsible move, at the crux of La Poste’s ongoing transformation.

Our resources

- Human capital — 251,219 employees, of whom 37,094 work outside France
- Industrial capital — 11,983 buildings — 94,694 vehicles — Around 700,000 IT devices — Logistics network — Digital infrastructure
- Social and relational capital — 17,238 postal outlets — 40,000 pick-up and drop-off points in Europe
- Financial capital — 100% public capital — €12 bn equity — €24.7 bn revenue, of which 27% gained outside France
- Natural capital — 100% renewable electricity — One of the world’s biggest fleets of electric vehicles (16,260 electric vehicles, 24% of the fleet, not counting bikes or trolleys)
- Intellectual capital — Image of trust and confidence — Innovation

A multi-business model

- Parcels-Express
- Digital services
- Mail
- Network
- Making life easier
- Local services

Growth drivers

- E-commerce
- Urban logistics
- Modernisation of public action
- Trusted digital partner
- Silver economy and healthcare
- Energy transition
- New developments in the banking industry

Strategy: “La Poste 2020: Conquering the future”

- Speed up business development and win new markets
- Boost competitiveness while maintaining the labour-management agreement “Le pacte social”
- 5 common top-priority programmes strengthening synergies between the Business Units

The Group’s 3 pronged social commitments

- Social and regional cohesion
- Ecological transitions
- Ethical, responsible digital services

Our impacts

- For the planet — GHG emissions down 20% — Product and service offering 100% offset — Waste recycling and reuse: 85,000 tonnes
- For the regions — Over 13.5 million homes visited per day — 95.7% of the population within 5 km or a 20-minute drive of a retail outlet
- For our customers — Loyal and satisfied (1) — 94.8% of “Lettres vertes” (green mail) delivered on D+2 — 51% of Livret A savings accounts have less than €150 of outstandings
- For our employees — 93% work under permanent contracts — 50% of senior executives are women — 80% of employees received training in 2018 — 13 employee agreements were signed in 2018
- For our suppliers — 80% of the suppliers are SMEs
- For our shareholders and investors — €171 M in dividends — Issuance of a green bond

International development

- 14.8% of employees work outside France
- 27% of revenue is generated outside France

4 public service missions

- Universal postal service
- Transport and deliver newspapers and magazines
- Regional planning
- Banking accessibility

Strategy:

- E-commerce
- Urban logistics
- Modernisation of public action
- Trusted digital partner
- Silver economy and healthcare
- Energy transition
- New developments in the banking industry

Financial capital

- 100% public capital
- €12 bn equity
- €24.7 bn revenue, of which 27% gained outside France

Natural capital

- 100% renewable electricity
- One of the world’s biggest fleets of electric vehicles (16,260 electric vehicles, 24% of the fleet, not counting bikes or trolleys)

Intellectual capital

- Image of trust and confidence
- Innovation

1. Net Promoter Score
Five Business Units are driving development

The various Business Units making up Le Groupe La Poste guarantee its solidity and performance by constantly tailoring their offers and services to changes in society. A look back over the initiatives that marked 2018 in each business.

Services-Mail-Parcels

In 2018, the volume of addressed mail represented 9,869 million letters (down 7.3% on 2017, for equivalent working days). The volume of parcels rose to 335 million Colissimo parcels (up 4.8% on 2017). To support the growth in parcels operations, the Business Unit launched several new services to enhance the customer experience. For the delivery of Colissimo parcels, for example, the offering was adjusted to the needs and to the new consumer expectations. Numerous innovations were brought in: the choice of day for home delivery, delivery to a locker, faster parcel returns from individual customers’ letterboxes. In the e-commerce solutions segment, La Poste increased its holding in Asendia from 50% to 60% of the capital. Asendia specialises in international deliveries of mail and small packets to over 200 countries, and provides major brands with solutions for developing their cross-border operations. At the same time, the Group invested €450 million over three years in its logistics and industrial plant. Environmental issues were taken into account for this investment: the Business Unit contributed to the creation of the Low Carbon(1) label. At the same time, the Group stepped up its efforts to recycle office waste by partnering with Suez to set up Recygo. Lastly, the Group confirmed its intention to expand into the silver economy and local services by acquiring Diadom, a company that specialises in home deliveries of medical equipment.

The Digital Services Business Unit

This Business Unit’s two activities – sales (through its subsidiaries Docaposte, Mediapost Communication and the laposte.fr e-commerce website) and the Group’s digital transformation – generated revenue of €716 million in 2018.

(1) See page 63.
Docaposte continued to develop digital solutions and platforms for companies and the public sector, while at the same time conducting a dynamic external growth strategy, acquiring Voxaly (electronic voting) and Eukles (electronic document management); Mediapost Communication refocused its business on artificial intelligence with ProbaYes, data hosting with Oxeva and online advertising with Adverline; the laposte.fr e-commerce website – 18 million unique visitors per month in 2018 – is being completely overhauled with a new tool, the only one of its kind in Europe: a comparison widget. Lastly, as part of the Group’s digital transformation, Digital Services is working closely with the other Business Units, for example to develop Digiposte’s new UX or La Poste’s Digital Identity or My Account. La Poste has also taken part in a number of flagship digital technology events, such as the CES (Consumer Electronics Show, in Las Vegas) and Vivatech (in Paris) trade shows, or its annual Lab Postal. It uses these events to present the ideas and innovative solutions it has been working on with start-ups, such as the electric bike equipped with a geolocation system, or Jaab, a contactless payment badge specifically designed for children.

La Banque Postale
In 2018, La Banque Postale generated net banking income of €5.7 billion from the 10.3 million active individual customers using the services of its three activities: retail banking, asset management and insurance. Not counting the launch of Ma French Bank in summer 2019, the online offering has been expanded to include microcredit solutions, express consumer-credit loans, the fully-online EasyVie life insurance policy for individual customers, and e-credit for pros. In addition, in 2018 it launched the Business Énergies label to provide tailored support for businesses. For the third year running, La Banque Postale has been the bank of choice for the local public sector, granting financing to the value of €13.4 billion to over 3,000 of the segment’s stakeholders throughout France. In 2018, La Banque Postale also demonstrated its know-how in the area of crowdfunding. Corporate crowdfunding specialist Lendopolis in 2018 successfully conducted the first local fundraising initiative in Guadeloupe for Quadran, a member of the Direct énergie group: €500,000 were collected from 44 investors to finance 2 solar power plant projects. Moreover, last year KissKissBankBank & Co took over Goodeed, a platform on which online users can make a free donation simply by watching an online advertisement.
As a civic-minded bank, accessible to all, La Banque Postale has committed to making all of the assets it manages on its customers’ behalf 100% SRI by 2020. La Banque Postale has also capped the fees charged for unauthorised bank overdrafts for financially fragile customers, who can also receive budgeting advice and guidance from L’Appui. Lastly, it will roll out its digital technology-driven banking inclusion plan in 300 post offices with three organisations: WeTechCare, Union nationale des points information médiation multiservices and Fondation Agir contre l’exclusion.

**La Poste Retail Network**

In 2018, La Poste Network supported the commercial activities of La Banque Postale, the Services-Mail-Parcels Business Unit and La Poste Mobile, the Group’s telephone services subsidiary, for individual and business customers. Its revenue reached €3.8 billion.

**Work continued on upgrading, modernising and adapting retail outlets.** A total of 390 offices were renovated; innovative office concepts with complementary products and services for tourists were opened in the airports in Paris and Lyon, as well as products and services for young people in Nancy and Rennes. The availability of postal services with extended opening hours has been increased: there are now 952 urban La Poste Relais outlets installed in local shops and businesses. Lastly, the presence of postal services has been consolidated by pooling public operator services and postal services in 503 Maisons de services au public (public service centres), and by employing 922 mailcarriers-counter clerks. Moreover, in 2018 the Network was awarded the Enseigne responsable label, which recognises retail outlets’ sustainable development approach. The Network is continuing to create shared workspaces and another 20 should be operational by 2020.

**GeoPost/DPDgroup**

With 1.3 billion parcels delivered worldwide in 2018, GeoPost/DPDgroup is the second-largest parcels operator in Europe and stepped up its international expansion in 2018. The Business Unit generates 78% of its revenue outside France. It has expanded its operations in Europe, as well as in South East Asia, Central Asia, Russia (where it has opened 1,005 DPD pick-up and drop-off points in 141 cities), Turkey and Latin America. This expansion is environmentally-friendly, though: GeoPost/DPDgroup is the world leader on the voluntary offsetting market in the courier, express and parcel (CEP) segment. GeoPost/DPDgroup relies on over 1,000 hubs and depots worldwide to constantly improve the service. In 2018, two depots opened in Germany and a hub opened in the Netherlands in April 2019.

GeoPost/DPDgroup has also expanded its business through external growth operations, such as acquiring an interest in Singapore-based Ninja Van, a company specialised in “last mile” deliveries. In France, Chronopost finalised a strategic acquisition, Delifresh, a major player in refrigerated logistics. The food market is currently showing strong growth: Chronopost Food’s revenue increased by 91% between 2017 and 2018.

1) Socially-responsible investment.
Committed to CSR across all of its activities

La Poste took a number of decisive steps to tackle climate issues in 2018. Now the trend is trickling down into all of its Business Units.

Fully offsetting its products and services
Spurred on by the awareness of its corporate social responsibility, La Poste is embracing the fight against global warming. It is ratcheting up its commitment as the years go by, achieving a 20% decrease in its greenhouse gases between 2013 and 2018, along with full offsetting of its products and services. For example, since 2012, 100% of the products and services sold by the Services-Mail-Parcels, Digital Services and GeoPost Business Units have been offset without generating any additional cost for customers. In 2018, La Banque Postale brought all of its operating activities under the initiative. La Poste has also helped bring local offsetting projects to the fore and promoted the Low Carbon label, which was promulgated in November 2018. As early as 2015, it had already financed the six pilot projects in France that were used to construct the reference guide. This all-encompassing vision earned it the maximum rating, A, awarded by the UK-based CDP agency for the Group’s strategy for reducing greenhouse gas emissions. This very positive assessment marked an upturn in the Group’s performance, rated C in 2016 and B in 2017. Out of 6,937 businesses assessed in 2018, 126 were awarded the maximum rating.

Green bond: an important step
2018 was also marked by an operation with major environmental significance: the successful issuance, last November, of the first green bond for an amount of €500 million and a ten-year term. The funds thus raised will finance, or re-finance, assets and projects for clean vehicles, eco-efficient buildings and the use of renewable energies.

La Banque Postale: towards 100% SRI
Financial markets, too, can have a positive impact in environmental commitments. La Banque Postale believes so, especially with La Banque Postale Asset Management, the main asset management subsidiary of the Group’s bank. The latter has pledged to converge all of the assets managed on behalf of its customers to 100% SRI investments by 2020.

“A” rating awarded by CDP for La Poste’s carbon policy in 2018 (like 126 companies rated “A” out of 6,937 worldwide).
Portrait of a major player on the job market

Le Groupe La Poste gives each postal worker a key role to play in its transformation through a responsible vision of employment. Career and job changes, training and the quality of life at work are key factors in the professional development of all employees.

80% of postal workers received training in 2018.

With a workforce of 251,219 employees, Le Groupe La Poste is one of the leading employers. In France, 16,323 postal workers were recruited under permanent employment contracts in 2018 (8,574 in the La Poste parent company, including 4,474 postmen).

Another major aspect of the human resources approach is training, which effectively guarantees postal workers’ professional development. 80% of them undertook training.

La Poste is also committed to upholding diversity, the gender balance and equal opportunity. 52.4% of the workforce at La Poste parent company are women.

Moreover, the Group remains France’s leading employer of disabled people. The Group’s commitments are backed by strong investments in social action: the average social budget allocated to postal workers comes to €1,115, and 11,144 employees received benefits and solutions to assist with housing.

As La Poste diversifies its activities and undergoes a far-reaching transformation, new job fields are emerging, such as business customer manager, new services expert, data analyst or social media manager. Other older job fields are changing. Postmen still deliver mail, but they might also collect paper for recycling, deliver meals or visit people who are socially isolated, for example. In post offices, which now make increasing use of digital technology, customer service advisors anticipate the public’s needs and provide guidance and service.

[1] In full-time equivalents.
The 5 keywords of responsible employment policy

Commitment
La Poste prefers to recruit its staff on permanent contracts. The total number of recruitments under permanent contracts came to 8,574 in 2018, of whom 3,061 employees had previously worked under a temporary contract and 1,994 had been on a sandwich course programme. This yields a total of 92.8% of the workforce on permanent employment contracts in 2018.

Workforce integration
La Poste is pursuing a policy of youth training and integration, and is the leading recruiter of people on sandwich course programmes. 4,902 new apprenticeship or professional development contracts were signed in 2018. Over 30% of the people recruited on permanent contracts in 2018 were under the age of 25.

Equality in the workplace
As a result of its active gender equality policy, La Poste can report 52.4% of women employees in the company, 50.1% of women in management positions and 32.1% of women among its senior executives. It achieved the score of 94/100 in the gender equality index in 2018.

Disability
La Poste applies a proactive policy in favour of the employment and professional development of disabled workers. With 6.75% of its workforce employed under the French government’s disabled employment provisions, La Poste has exceeded the mandatory 6% rate. In 2018, it recruited 152 people with disabilities. With over 14,000 employees covered by the disabled employment requirements, it is France’s leading employer of disabled workers. La Poste also supports businesses in the disabled and sheltered sector, making purchases to the value of €12.9 million from them in 2018.

Diversity
Promoting a policy that respects diversity and guarantees equal opportunity. In 2018, La Poste’s many initiatives in this area included launching an in-house awareness campaign to foster respect for diversity and equal opportunity in the workplace. The campaign focused on three themes: gender balance in the different job fields, chronic illness and sexual orientation. It also signed the LGBT+ charter promoted by L’Autre Cercle(1).

(1) Non-profit organisation that combats discrimination on the grounds of sexual orientation or gender identity.
Building postal workers’ skills

Digital technology and the creation of new services call for new skills and create new opportunities for postal workers. The social component of the Group’s strategic plan “La Poste 2020: Conquering the future” makes career development and training a crucial factor in the Group’s transformation.

Facilitating postal workers’ career development

To create tomorrow’s postal service provider with today’s postal workers, La Poste is giving postal workers the guidance and support they need to move into rapidly-expanding job fields (such as customer-facing jobs in La Poste’s network of retail outlets, or jobs in digital services, e.g.

“I joined La Poste in 1999 as a postman. Then I became a sector postman and finally a quality postman. The time came when I wanted a change. On a colleague’s advice, I applied for a job as customer service advisor and went through the various selection stages. I got the job. I did two months of training at the Banking and Network School and on the ground. I’ve been customer service advisor for a year now. I welcome customers and direct them to the unit they need: telephone services, banking or mail and parcels. I’m very happy with my new job.”

Jean-Louis, former postman, now customer service advisor in Paris.

And in practice?

A multi-business, performance-driving group
A sweeping training initiative
Employee training and skills building are two of La Poste’s core commitments for supporting its transformation. 9 out of every 10 employees received training between 2017 and 2018. A wide range of training courses are available to postal workers. Since 2015, 37,000 qualifying training paths have been completed or commenced to develop core skills and facilitate postal workers’ career plans. Over 50 postal workers will become qualified designers-developers in June 2019 after training at the Simplon digital technology school, La Poste’s training partner. In 2018, 50,000 employees undertook at least one e-learning module from the range of self-service courses available to all postal workers.

37,000 qualifying courses with in-house certification have been completed or commenced by end-2018 to develop core skills and facilitate postal workers’ career plans.

A whole training ecosystem
— The Management Institute handles the Group’s managerial development programmes (9,800 participants in 2018)
— The Development Institute opened on 1 January 2018 for the 20,000 employees in the 12 support sectors (13,500 participants in 2018)
— The Banking and Network School dispensed 285,000 days of training in 2018 for trainees from La Banque Postale, the financial centres and La Poste Network
— The Services-Mail-Parcels University and its specialised schools in marketing, supply chain, postmen, customer relations and sales administration, customer satisfaction, and sales

The most important actions in the “Bien dans son travail” programme, which aims to keep postal workers in good health, continued in 2018. They addressed the prevention of unfitness for work and accidents, deployment of the programme for supporting postal workers on long-term leave (the APALA programme) and the induction of newcomers.

Helping the helpers
In the employee agreement signed in 2018, La Poste undertakes to enable postal workers who are helping a close family member to reconcile their work life and their personal life. A “helper solidarity fund” has been set up to grant additional days of leave to postal workers who are helping a close family member. It is fed with contributions from La Poste (1,000 days per year) and from postal workers who want to donate days from their own leave entitlement. The latter can be awarded three days’ leave of absence, access to part-time working and working from home, and assistance with mobility.

ParlonZen
Forums for discussing work issues are gaining traction. These ParlonZen workshops are monthly meetings between a team and its direct manager, where they talk about their daily work and find ways to improve the quality of life at work.

Boloco
As part of the “Boloco” workspace upgrade programme, 1,400 renovation projects were carried out in 2018, with special attention paid to tertiary premises and public areas.

7.8% drop in the accident frequency rate between 2017 and 2018.
New services to support our customers on a daily basis

Society is changing, as are lifestyles and shopping habits. But La Poste remains present and useful on a daily basis for its customers. It has managed to keep step with them and constantly offer them solutions that meet their expectations. Today it is designing and implementing new services to make life easier for everyone. La Poste is undergoing far-reaching changes to be closer to its customers and maintain its long-standing relationship with them through in-home services, digital innovations and new activities.
What we want to achieve and how we intend to do it

Committed to serving the entire population, Le Groupe La Poste is rolling out a development strategy grounded on the far-reaching changes sweeping through society.

The opportunities and challenges posed by the acceleration of e-commerce

Digital services and in particular e-commerce, up 13%\(^{(1)}\) in 2018, have revolutionised customers’ shopping habits. 88%\(^{(2)}\) of French online shoppers are more likely to buy from a site that offers next-day delivery. Speedy delivery has become a crucial selling point for businesses.

(2) Source: DPDgroup Kantar TNS e-shopper barometer survey 2018.

An expert in logistics, Le Groupe La Poste is constantly reinforcing its national and international coverage, in particular through GeoPost/DPDgroup and Colissimo. It adjusts its logistics and industrial facilities to handle the growth in volumes and constantly optimise delivery times. Through Asendia, it also offers logistics solutions and technologies to facilitate cross-border e-commerce.

Population ageing is a major stake

This is one of the very first challenges to be addressed today. In 2030, more than 16 million people will be over the age of 65. It is essential, therefore, to provide solutions that are tailored to families’ situations.

Source: Insee.

With its 17,000 retail outlets and 72,000 postmen, it was only natural for La Poste to take on this role of providing a local presence. It has developed several types of services, such as in-home and health-related services, all designed to develop closer ties with elderly members of the population and support those who find themselves isolated.

Changes in the banking and insurance sector

This sector is facing growing demand for protection and risk prevention, but is also expected to keep up with changing consumer practices. For example, customers want their banking and insurance partners to be flexible and quick to respond, so 50% of the bank accounts opened in France are with online banks.


With Ma French Bank, the mobile bank that La Banque Postale will be launching in summer 2019, customers will have a fully digital solution that is fast and easy to use, but with people on hand to provide advice and support.

Digital services: raising hopes and questions

While digital technology undeniably delivers valuable services and makes life easier, it also raises questions, especially regarding data protection. In fact, 78% of French people believe that the Internet is a threat to their privacy.


Over and above its online services (such as banking or the laposte.fr e-commerce website), Le Groupe La Poste assumes the role of a trusted third party in digital solutions. In other words, it guarantees that digital data, just like its customers’ mail, will be kept strictly confidential. To do so, it offers secure digital services such as the Digiposte digital safe or the Digital Identity.

And in practice?
Population ageing and the growing use of digital technology are creating new needs for live, human interaction. Today, over 4 million elderly people over the age of 60 live alone and want to continue living in their own home for as long as possible.

A range of in-home services
Against this backdrop, La Poste is drawing on its history, its values and its regional presence to develop a range of in-home services. They can take a variety of forms, such as checking up to see that people are OK, installing small health-related electronic devices, delivering shopping, medicine or meals, or helping with completing online tax returns. In 2018, La Poste performed 10 million local service actions through its 72,000 postmen out on the ground. Since 2016, the Group also holds a majority stake in Axeo Services, one of the leading operators of in-home services in France and backed by a network of 200 agencies. This has enabled the Group to further expand its range of services to include indoor and outdoor home maintenance, child minding or support for people who are dependent.

A service offering that now includes health
In the field of in-home services, in 2018 Le Groupe La Poste acquired Diadom, which delivers medical equipment and monitors urology and enterostomatherapy patients. Still in the health field, the Asten subsidiary offers services that deliver and install medical equipment in the home, on a medical prescription, to nearly 75,000 patients suffering from chronic diseases. These acquisitions consolidate La Poste’s position on the silver economy market. In 2018, the silver economy and health division recorded revenue of nearly €137 million.

Personalised local services

New services to support our customers on a daily basis
And in practice?

"new postmen services" were delivered in 2018.
La Poste, digital trusted third party

Faced with the questions raised by data protection in the digital age, La Poste has positioned itself as a trusted third party in electronic transactions for all of its customers. It offers a range of secure services and applications.

The Digiposte digital safe
The Digiposte digital safe and administrative assistant is a core component of the secure digital services developed by Docaposte, the Group’s digital technology subsidiary.

Hosted in La Poste’s own data centres in France, this personal assistant can be used to collect, sort and use all scanned documents, such as payslips, income tax returns and bank statements. Digiposte not only archives documents, it also gives legal value and a definite date to natively digital documents. In 2018, 2,500 companies sent out electronic payslips to over 1.3 million employees every month through Digiposte. Over 140 million documents are stored in this digital safe. Through this offer, La Poste is also a partner in e-administration and the move to modernise government services.

Secure medical records
What could be more sensitive and private than health data? To address this issue, La Poste developed the Digiposte Ma santé offer, which is handled by Docaposte. This digital safe can be configured to automatically receive statements from state and private health insurers, and is a convenient way to centralise contacts with health professionals and keep all important documents, all with maximum security. It works hand-in-hand with La Poste’s free eSanté mobile app, intended for general use. It lets users securely...

140 million documents are stored in the increasingly popular Digiposte digital safe.

Data Charter
The Data Charter, which was adopted in 2016, guarantees the Group’s customers that their data will be managed responsibly and securely, and used solely to further their interests. All postal workers swear under oath that they will uphold the integrity of all physical and digital data entrusted to them.
New services to support our customers on a daily basis
And in practice?

centralise, track and share their health data, and collect data from connected devices (thermometer, connected scales, etc.) or data supplied by the hospital (readings from spirometers, sphygmomanometers, etc.).

A key digital identity operator
La Poste also offers a digital identity to all French people. The service is deployed by postmen and, on a pilot basis, in post offices. The service can be used in France Connect and to log into over 400 online administrative services. La Poste has already issued 240,000 Digital Identities.

Two acquisitions to support businesses
In 2018, Docaposte bought two strategic companies. Eukles, a specialist in electronic document management, was acquired to facilitate SMEs’ digital transformation. The second company, Voxaly, is an expert in secure electronic voting and manages a range of services for organising elections, voting at annual general meetings or during shareholder operations.

E-health: partnerships and tailored solutions
La Poste joins forces with health establishments to support patients at every step of their care pathway, from prevention, diagnosis and hospitalisation through to out-patient care on their return home. With the 120 clinics in the Elsan Group, the number 1 private clinic group, La Poste has created a dedicated app that accompanies patients from pre-admission through to preparation for their operation and on to post-operation monitoring. La Poste is also developing numerous cooperative partnerships in e-health: with the Bichat hospital (AP-HP), an app for monitoring lung-transplant patients on their return home; with the IHU in Strasbourg, an app to guide and support patients suffering from hyper-obesity; it created a digital portal for Institut Rafaël, the post-cancer care home in the Île-de-France region, and connected it to its La Poste eSanté health app; it formed a partnership with Cerba Healthcare, a network of pathology labs, aimed at making a patient’s lab results accessible through the La Poste eSanté app. Moreover, through La Poste’s partnership with the Visible Patient start-up, surgeons are able to compare imaging data (from scans, X-rays and ultrasounds) and obtain an overall, augmented-reality view of organs, lowering the error rate in preoperative diagnoses.

La Poste is also the No. 1 hosting company for health data through its subsidiary Docaposte.

45 million patient files.
Driving theory tests in post offices: the concept is catching on

For young people, especially those living in rural areas, it could be difficult to sit for the driving theory test because they lived a long way from the testing centre or it took a long time to process their registration. Now, La Poste lets them register online up to midnight the day before, and sit for the driving theory test in one of the 550 postal sites equipped for the purpose, for a fee of €30: a guarantee of social and regional cohesion. Since this service was introduced in June 2016, 1.8 million people have taken their driving theory test and the system’s popularity has prompted its extension to other areas. Now it is possible to sit for other exams in post offices too: the Le Robert French spelling certificate and the Toeic® and Toefl® tests of proficiency in English.

Ma French Bank will be digital but also people-oriented and community-minded: anyone will be able to open an account very simply on their mobile, tablet, computer or in nearly 2,000 post offices, with no prior means testing. Ma French Bank will also provide a fund-raising service and a bill-splitting facility, along with direct access to the KissKissBankBank crowdfunding platform. Connected, flexible and participatory: Ma French Bank will be a bank in tune with the times.

In summer 2019, Ma French Bank will bring out a new, mobile-only bank that offers real-time transactions, a digital wallet and an open computer platform that will gradually incorporate new banking and non-banking services. Backed by La Banque Postale’s entities and subsidiaries, Ma French Bank will offer a wide range of useful, everyday services right from the beginning, with other services joining the line-up over time.

1.8 million people have taken the driving theory test at La Poste since June 2016.

1 million customers within the next five years: La Banque Postale has set itself a target.

A mobile-only bank
Building a major public finance hub for the benefit of all

The planned merger with Caisse des Dépôts (CDC), which the French government announced last August, should result in a substantial public finance division. The stakes and pointers for understanding this key project at the heart of Le Groupe La Poste’s development.

A project among public stakeholders
The plan is for Caisse des Dépôts and the French government to contribute their CNP Assurances shares to La Poste, then to La Banque Postale. In return, Caisse des Dépôts would become the majority shareholder in La Poste, with the French government holding the remainder of the capital. La Poste would remain a wholly public-owned company, held by the same two current shareholders.

A common culture
Caisse des Dépôts and La Poste share the same culture: both are committed to serving everyone. Their merger, by combining their strengths, would foster and amplify regional development and quality of life for the French people. It would also help speed up the transformation and development initiated by La Poste to become the leading provider of local, in-person services.

Five action areas
Merging the two stakeholders would bolster the Group’s ability to discharge the public service missions assigned to it by the French government in the business contract and, in a broader perspective, carry out common initiatives that would benefit everyone. This strategy revolves around five main priorities:
– creating a major public financial hub, placing the public interest and performance at the centre of its model;
– combating “territorial divide”, with, for instance, the extension of the maisons de services au public initiative;
– harnessing urban logistics to implement last-mile delivery solutions using soft modes of transport;
– ensuring the digital transformation of regions to improve the efficiency of public services and combating digital exclusion;
– promoting services to individuals and the silver economy to take up challenges related to demographic developments and ageing.

Banking and insurance
This is one of the project’s key concepts, since merging CNP Assurances and La Banque Postale would create a major public and multi-partner banking and insurance hub.
An active presence to contribute to the regions’ future

Becoming the leading provider of local, in-person services necessarily calls for a thorough knowledge of all the environments, whether urban or rural. By relying on its network, Le Groupe La Poste works on a partnership basis with the local authorities. It acts for the regions and citizens in a bid to optimise local authorities’ internal operations, improve their citizens’ living environment and develop real estate, energy or digital services projects… La Poste is open to all of the local stakeholders.
An active presence to contribute to the regions' future

What we want to achieve and how we intend to do it

The transformation under way in La Poste today is meant to serve the regions and regional cohesion, to be efficient, to take action and to remain close to all.

Adapting its regional presence
Faced with the drop in post office user traffic, the La Poste Network is maintaining its presence throughout France, but making a few changes:
– sharing premises with other public services in public service centres (MSAPs);
– developing a network of partners with town halls (La Poste municipal agencies) and with retailers (La Poste pickup points);
– at the same time, La Poste is modernising its post offices and offering services tailored to its customers' needs, wherever they may be (young people, tourists, travellers, professionals).

Boosting economic activity and local dynamics
For four years, La Banque Postale has been the foremost lending bank for local authorities and public hospitals. As a civic-minded institution, it is committed to helping populations and municipalities in hardship. In 2018, it approved a €100 million zero-interest loan for the disaster-stricken residents of the Aude département in 2018. La Banque Postale supports businesses throughout France with dedicated banking and insurance services. Credit granted to this market increased by 27% in 2018 to reach €26.3 billion.

Guiding and supporting society’s transitions
Faced with the digital and ecological transitions, local authorities must fulfil new obligations in order to simplify procedures for users and reduce their environmental impact.
With La Poste and its subsidiary Docaposte, local authorities can acquire digital platforms and digital tools to improve and dematerialise their internal processes (e.g. electronic signature). They can also establish a closer relationship with citizens by simplifying access to online formalities. The Group is guiding and assisting regions in their energy transition by optimising their buildings’ energy efficiency through its Poste Immo property management unit, developing clean transport solutions with Bemobi, and recycling office waste with Recygo.

Reasserting its public service missions
Le Groupe La Poste fulfils four public service missions: regional planning, banking accessibility (assumed by La Banque Postale through the Livret A passbook savings account), universal postal service, and the transport and distribution of the press. The signature of the 2018-2022 business contract with the French government reasserts the strategic role of Le Groupe La Poste's missions, all of which are vital for regional cohesion and development.

And in practice?
The presence of postal services is adapting to changing lifestyles

The growing popularity of online banking combined with dwindling sales of franking labels and postal products are having an impact on the number of people using the La Poste Network (1.3 million customers a day). Against this backdrop, the multi-business but predominantly banking postal network is adjusting to meet more specific customer requirements and provide wider availability throughout the country.

La Poste is present in many forms, but is always accessible, tailored and complementary

17,238 retail outlets throughout France:
- 8,145 post offices (47.3% of all retail outlets), which include 503 public service centres and 922 postmen counter clerks;
- 9,093 retail outlets operated on a partnership basis, i.e. 52.7% of all retail outlets (6,339 La Poste local postal agencies, 2,754 La Poste Relais retail outlets);
- 126 Pickup Station lockers in offices.

Within its network, La Poste is maintaining its presence in urban priority neighbourhoods (QPV).

Innovative post offices

In Paris airports, La Poste has opened innovative post offices for travellers that also sell phone accessories and rent out Wi-Fi boxes. In Lyon Bellecour, a post office caters for tourists with innovative automated postal machines, interactive terminals and customised postcards, etc. The Rennes Sainte-Anne and Nancy Blandan post offices have products and services designed more specifically for young people, such as banking products for students, or preparation for job interviews.

Shared workspaces

Shared workspaces set up in post offices or postal sites, such as in Lyon or Bordeaux, make life easier for customers who need somewhere to work. La Poste has committed to creating 20 shared workspaces by 2020.

An active presence to contribute to the regions’ future

And in practice?

95.7% of the French population are within 5 km or a 20-minute drive from a La Poste retail outlet.
Addressing the challenges of urban logistics

The volume of parcels delivered is set to double by 2025. Over 73% of Europeans live in a town and urban mobility accounts for roughly 40% of the CO₂ emissions generated by road transport.

The issue at stake
La Poste and its subsidiaries need to take up the challenge of making urban deliveries compatible with sustainable cities, in order to help develop more attractive cities with fewer traffic jams and less air pollution.

What La Poste is doing about it
To meet these challenges, La Poste is developing a vehicle fleet that uses soft transport modes, and a larger choice of delivery points for its customers (lockers, Pickup points, etc.). The answer will also involve pooled infrastructure: operating fewer, cleaner delivery vehicles will make it possible to share facilities, reduce the amount of land occupied and the environmental impact.

For instance, La Poste has inaugurated its first urban logistics hotel in Bordeaux, which enables it to concentrate its operations in a single location. This 4,700 m² building and its 17 docks receive deliveries from DPD, Chronopost and Colissimo. The parcels are unloaded, sorted and handed over, then delivered by a fleet of vehicles, 70% of which are electric.

In 2018, Chronopost also inaugurated a new urban logistics hub in Paris. Situated in Bercy, this third Parisian hub is used to group flows closer to their recipients and offer new services, such as deliveries of fresh or frozen products. In Saint-Étienne, Lyon, Clermont-Ferrand and Montpellier, La Poste has initiated a new urban logistics system, called “Urby”, in partnership with other local stakeholders. It is based on the pooling and optimisation of deliveries. From a number of sites in the city, Urby offers carriers, retailers and local authorities urban delivery and storage services. The delivery rounds are made by low-emission vehicles and are also used to collect recyclables and product returns.

Innovating to make cities more free flowing and breathable
La Poste has a new “assistant” to facilitate delivery rounds. The electric trolley is equipped with sensors for autonomous travel, so it can follow its postman while avoiding passers-by on the footpaths. It can carry several hundred kg, reducing the need for delivery cars and the associated environmental pollution.
For sustainable urban deliveries

La Poste is rolling out its innovative delivery solutions through a European-wide network of subsidiaries. Strategically located in the centre of large cities, these micro-hubs tap into the market for inner-city and last-mile deliveries. To get around the difficulties of inner-city driving, these sites are springing up all over Europe.

**In London**
In October 2018, DPD opened the first of its 7 local depots, from which parcels are delivered by fully-electric vehicles. In all, 2,000 parcels can be delivered every day, saving 45 tonnes of CO₂ from its annual emissions total.

**In Madrid and Barcelona**
SEUR, DPD’s brand in Spain, has started setting up a dense network of microdepots. Each is around 100 m² and equipped with a parcel-collection counter for local customers, where their orders arrive before being redistributed in the neighbourhood either within two hours or on the same day.

**Nuremberg**
The Nuremberg microdepot is situated very close to the town centre and makes deliveries with electric bikes instead of the traditional delivery methods. This more flexible solution is also more efficient, and means that a second delivery round can be made on the same day.

**Warsaw**
The Warsaw microdepot is set in the heart of the business district. It makes the customer journey more convenient for parcel recipients by providing an automated parcel collection and return service over extended opening hours (from 7 am to 7 pm), as well as fitting rooms to facilitate the parcel return process.

DPDgroup’s network of Pickup points consists of 40,000 pickup points in 25 European countries.

95% of the inhabitants of these countries live within a 15-minute drive of a Pickup point or locker.
Enhancing the citizen experience

70% of French people think it should be a priority to develop e-administration and 88% say they are ready to use online services\(^1\). And yet 42% of municipalities still don’t have a website\(^2\).

**The issue at stake**
To satisfy citizens’ desire to be able to communicate with local authorities both in person and online, the authorities need to fulfil their legal and regulatory obligations to make administrative processes simpler for users (for example, by making it possible to pay school canteen fees online). To do so, they can draw on the expertise of La Poste, which in this case fulfils its role of trusted third party.

**What La Poste is doing about it**
The citizen relationship management (CRM) platform operated by La Poste through its subsidiary Docaposte is an effective multi-channel service portal. It centralises communication with users and simplifies CRM for municipal employees and elected representatives. Whatever channel citizens use to lodge their requests (e.g. a request for a birth certificate), the latter are automatically forwarded to the appropriate department. In 2018, La Poste signed an agreement with the Association of Rural Mayors of France, which distributes the Campagnol solution (for creating a municipal website) to its member mayors. La Poste added the CRM platform to the solution to enable municipalities to meet the requirement for citizens to be able to refer matters to them by e-mail.

La Poste is also the leading digital identity operator in France, and the only one to systematically double check ID: online and in person by the postman. Today, the Digital Identity facility enables citizens to view the details of their social security payments or their personal training account, for example. In the future, it will also provide online access to a new range of everyday services, such as opening a bank account, taking out insurance, signing up for complementary health cover or consulting medical records. In 2018, 200,000 people held a Digital Identity through La Poste.

\(^1\) According to the Digital Gouv’ 2017 barometer survey by Ipsos for Sopra Steria.
\(^2\) Digital audit of local authorities, La Poste, 2018.

An active presence to contribute to the regions’ future

And in practice?

4.5 million official documents were sent to the préfecture through Docaposte Fast-Actes.

2.5 million electronic signatures with Docaposte Fast-Parapheur.
Making the regions more attractive

Working alongside the regions is also a way of enhancing their appeal. La Poste is developing a range of services that will help local authorities enhance residents' living environment and revitalise the area.

Protecting
La Poste uses the Geoptis system to survey the local roads. During the postman’s daily delivery round, a camera on the vehicle’s roof provides detailed, up-to-date information about the state of the road network. In 2018, Geoptis and a start-up called “Atmotrack” successfully submitted a project to test a new solution for dynamic air pollution measurement, using fixed and mobile sensors fitted onto La Poste vehicles as they travel all over the city of Lyon.

Encouraging sustainable mobility
Bemobi deploys corporate cycling solutions and provides guidance and support with changing employees’ cycling habits (through bike sharing, company bikes and electric bike leasing).
In November 2018, on the strength of its logistics expertise in the Fluow group, La Poste was selected to set up and operate a new bike leasing service called “Véligo Location”, offering 20,000 electric bikes for residents of the Île-de-France region. Over 250 sales outlets will be set up, essentially in post offices.

Revitalising medium-sized towns
Under the revitalisation agreements established as part of the national “Action cœur de ville” plan for town and city centres, La Poste offers solutions for making medium-sized towns more attractive. In all, 222 towns will be covered by a five-year revitalisation agreement. In Voiron (Auvergne-Rhône-Alpes), for example, La Poste has set up: a website through which local shops can sell online; Pickup lockers at the train station; a collection service for parcels left in letterboxes, and an urban security officer to report any problem noted during the postman’s delivery round.

Improving the address system in preparation for the installation of fibre connections
In Corrèze, for example, at the instigation of the departmental council, in 2018 La Poste began assisting the municipalities in the département with naming streets and numbering houses. This improvement in the address system is a vital step towards a fibre roll-out between now and 2021.
Supporting the energy transition and changing habits and lifestyles

La Poste draws on the expertise it has acquired over the past fifteen years and its network to provide guidance and services that will raise public awareness and help local authorities act to ease in the energy transition.

**Raising awareness of the energy transition**
La Poste is contributing to the French government’s goal of speeding up energy-efficiency upgrades to the country’s housing. With Action Habitat and DEPAR (which performs energy audits prior to renovation work), local stakeholders can draw on postmen’s close relationship with citizens to drive home the importance of energy savings and the benefits to be gained by home renovation. Since 2018, La Poste has been authorised by the French housing authority (ANAH) to give households guidance and support for simple renovation work. At the end of the year, for example, it launched Action Habitat Travaux: this involved advising households on the most important work to have done in their home, providing access to quotes at negotiated prices, handling the administrative applications for subsidies, and advancing the subsidies to the households. La Poste also helps local authorities make their own tertiary property stock more energy efficient and optimise energy management with Sobre. The Osae energy audit services can identify the buildings with strong potential for energy savings by conducting a thorough energy diagnosis.

**A reference guide to voluntary carbon offsetting**
Joint work carried out by La Poste and CNPF, the public body in charge of the sustainable management of private forests, led to the creation of a reference guide to voluntary carbon offsetting. This low-carbon label now gives public and private entities the means to offset their CO₂ emissions through forestry or agricultural projects in France.

**Adapting to new consumer expectations**
On 1 March 2018, Poste Immo, the Group’s real estate subsidiary, issued a call for projects inviting the market to imagine new uses for the Palais du commerce building in Rennes. And in late 2018, a second call for projects was issued for the 1970s postal buildings situated at two sites in Cergy and Amiens. La Poste advances the value of the subsidies to which the household is entitled, so that low-income households can go ahead with their renovation work.

**Meeting the regions’ financing needs**

Since 2015, La Banque Postale has become the bank of choice for the local public sector and the leading lending bank on this market. A long-standing partner and support for the real economy, it caters for both small municipalities and larger-scale local authorities.

**Addressing every need, everywhere**
La Banque Postale is a stakeholder in the plan to connect the towns of Grigny and Viry-Châtillon (Essonne) to a geothermal district heating network. The project involved work to the value of €29 million, also financed by subsidies from Ademe. In Perpignan (Pyrénées-Orientales), an €8 million loan made it possible to renovate the premises of the Soleil des Pyrénées institute and improve conditions for the vulnerable people it houses. In Villiers-Saint-Paul (Oise), a €12 million loan financed the construction of the most efficient waste-sorting centre in France.

**Specialised platforms for the local public sector**
In 2018, La Banque Postale launched a dedicated platform to help social landlords finance energy-efficiency upgrades to their housing stock, in partnership with Économie d’énergie. Since 2013, the local financing platform has been handling applications for loans of up to €40,000 filed by municipalities with a population of less than 5,000.

**Financing the health and social services sector**
In 2018, La Banque Postale granted loans to the value of €1.2 billion to public hospitals and over €250 million in credit to the public and voluntary-sector bodies responsible for managing establishments in the health and social services sector. These credits finance the construction, purchase or fitting out of establishments to house elderly people or people with disabilities.
La Poste, committed and socially aware

Snapshot of the year’s highlights

Restoring the gender balance in digital tech!

Digital technology is shaping the future like no other business segment. However, only 33% of the sector’s employees are women, and 91% of digital start-ups are headed by men. La Poste is aware of this issue and is encouraging women to choose careers in this sector. It has set itself the objectives of achieving gender parity among the award winners in the French IoT 2019 competition, and promoting the career paths of women, who play an essential role in La Poste’s transformation.

A long-term partner in solidarity

For the past thirty years, La Poste has been a partner in the Pièces jaunes operation to improve everyday life for children in hospital. In 2018, La Poste collected over 177 tonnes of low-denomination coins, donated through the 800,000 piggy banks placed in post offices. La Poste has been working with the French Red Cross for over a hundred years. In 2018, sales of specially-edited stamps raised €1.44 million for donation to the charity. La Poste has been a partner of the Téléthon fund-raising event since 1987. In 2018, La Poste collected over €624,000 through donation pledges carried by postal workers.
La Poste, committed and socially aware

“Tous arbitres”
(everyone's a referee), a worthwhile, sustainable commitment in every field
For the past ten years, La Poste has been supporting and promoting the role of referees, whether elite or amateur, in partnership with the federations and professional leagues for football, rugby, handball and basket-ball. In 2018, La Poste also joined forces with the French professional football league to promote the use of video assistant refereeing. It is a commitment that combines important values for La Poste: innovation, performance, trust, fairness and respect.

The Musée de La Poste will reopen in autumn 2019
While the renovation is in progress, the museum is continuing to display street art on the worksite hoardings and hold off-site exhibitions at regional sites.

La Poste's Corporate Foundation is pursuing its action
The Foundation is committed to promoting writing for everyone and in all of its forms, and has supported the Wepler prize for over twenty years. In 2018, the prize was awarded to Nathalie Léger for La Robe blanche, published by P.O.L.
Firmly rooted in France’s regions, the Group is continuing its transformation and preparing for the future, thanks to the commitment of La Poste’s employees and for the benefit of society as a whole.
Financial performance

2018: revenue growth driven by the solid multi-business model, progress in the Group’s transformation and priority given to investment and the Group’s development.

In 2018, the Group’s consolidated revenue stood at €24.7 billion, up 2.4%. Its operating profit reached €892 million, down 11.8%. The net profit – Group share fell 6.3% to €798 million.

The Group chose to maintain its investments and pursue its external growth operations in order to lay a firm foundation for its future and its successful transformation.

(1) In full-time equivalents.
### Operating performance by Business Unit

<table>
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<tr>
<th>Business Unit</th>
<th>Revenue 2018</th>
<th>Revenue 2017</th>
<th>Operating profit 2018</th>
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<td>€672 M</td>
<td>€1 M</td>
<td>€20 M</td>
</tr>
</tbody>
</table>

- **Services-Mail-Parcels**: Continuing effort to win new business, particularly outside France, development of new services and buoyant parcels market.
- **La Banque Postale**: Proven commercial success, ongoing drive to digitalise services.
- **GeoPost/DPDgroup**: Growth in volumes, acquisitions and service development.
- **Digital Services**: Areas of expertise expanded through acquisitions and partnerships, deployment of customer-oriented cross-divisional digital infrastructure.

### Corporate social performance

La Poste has decided to make social engagement a key vector for its development and growth.

#### Ecological transitions

- **20%**: Reduction in GHG emissions generated by La Poste’s operations since 2013.
- **€46 M**: Of energy transition revenue (Bemobi, Action Habitat), as against €3.6 m in 2017.
- **39,696**: Electric vehicles, all categories combined (of which 16,260 were not bikes or trolleys).
- **€19 M**: Revenue from recycling activities.
- **100%**: Renewable energy to power the real estate assets managed by Poste Immo.
- **€500 M**: Raised through the green bond issue to finance the Group’s environmental transition.

Le Groupe La Poste’s non-financial performance has increased significantly since 2017, placing the company among the most highly-rated companies in its business segment worldwide, all rating agencies combined. The ratings obtained bear witness to the earnestness of the Group’s community involvement policy and the quality of the management system used.

The La Poste Network Business Unit combines retail sales and distribution of Le Groupe La Poste’s products and services and its range of telephone services under the La Poste Mobile brand. Its revenue represents internal billing of the services performed by La Poste Network on behalf of the other Business Units.
Social and regional cohesion

95.7% of the population is within 5 km and within a 20-minute drive from a La Poste retail outlet.

€22 M of purchases from sectors that work with the disabled and job seekers (as against €26 M in 2017).

1.8 million people have taken the driving theory test at La Poste since 2016.

€115 M in consolidated revenue from new services for sustainable regions.

Over 100,000 jobs supported through the Group’s purchasing policy.

€115 bn in SRI (1) assets managed by La Banque Postale (i.e. 50% of the managed assets).

Ethical, responsible digital services

503 public service centres provide free Wi-Fi access and offer guidance and support for accessing the national partner services.

3 million people use the Digiposte safe.

100% of managers have been trained in protecting personal data.

40 million electronic health records hosted by La Poste in data centres located exclusively in France.

Workforce indicators (1)

Promoting skills development
Change in the percentage of people that have done at least one training course.

- 2018: 80.35%
- 2017: 84.00%

Improving health and safety at work
Change in the lost time injury frequency rate.

- 2018: 24.44%
- 2017: 26.51%

Making it easier for young people to get a job
Growth in the number of under-30-year-olds recruited on a permanent contract.

- 2018: 4,787
- 2017: 4,302

Promoting gender equality in the workplace
Change in the percentage of women in management positions.

- 2018: 50.1%
- 2017: 49.5%

Setting the right conditions for senior workers to stay in employment
Change in the percentage of employees aged 55 and over in the permanent workforce.

- 2018: 30.9%
- 2017: 29.8%

Fostering job opportunities for the disabled
Change in the percentage of people employed under mandatory employment provisions (BOE).

- 2018: 6.75%
- 2017: 6.42%

La Poste, which is one of the biggest employers in France, continues to honour its commitments to responsible employment in 2018. This means helping young people enter the workplace and keeping senior workers in employment, developing postal workers’ skills, protecting workers’ health, safety and quality of life at work, promoting gender equality, and actively supporting the employment of people with disabilities.

(1) Socially-responsible investment.

(1) Scope: La Poste parent company.
Quality indicators: customer commitments

<table>
<thead>
<tr>
<th>Indicator</th>
<th>目标</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve customer-perceived quality in our post offices</td>
<td></td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Improve mail delivery</td>
<td></td>
<td>93.60%</td>
<td>95.97%</td>
</tr>
<tr>
<td>Improve customer complaint handling</td>
<td></td>
<td>94.6%</td>
<td>95.6%</td>
</tr>
</tbody>
</table>

Handling mail and parcel complaints using a short-loop process

In 2018, a trial scheme was conducted in Normandy to test a new process for handling mail and parcel complaints using a short feedback loop. The point of a short feedback loop is to meet new customer expectations in terms of rapidity – or even instant response, as is standard practice in digital technology – and proximity.

In a short feedback loop, customers who wish to make a complaint in a post office are immediately taken in charge by a customer service advisor and put in contact with the Mail and Parcels teams, who will get back to them within 24 hours to agree on how to restore the service. This trial scheme is going to be extended on a much broader scale in 2019, then brought into general use in early 2020.