

LA POSTE

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Plan stratégique
La Poste 2030, engagée pour vous

Dossier de presse
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PRESS RELEASE

Paris, 25/02/2021

LE GROUPE LA POSTE PRESENTS ITS NEW STRATEGIC PLAN "LA POSTE 2030, COMMITTED FOR YOU "

Philippe WAHL, Chairman and Chief Executive Officer of Le Groupe La Poste, today presented the main focuses of the 2030 strategic plan to the Group's Board of Directors. The plan has been baptised: "La Poste 2030, Committed For You".

Through this plan, Le Groupe La Poste is pursuing its goal of establishing itself as the first European platform for exchange and relationships, that is human & digital, green & civic, that serves clients in their projects and the greater society in its transformation. To achieve this goal and ensure profitable growth, the Group's strategic plan is based on 7 strategic priorities:

1. To serve **customers** with the highest level of quality, so as to remain our customers' preferred provider and gain new customers (professionals, young people, etc.)
2. To be ever **more present**, thanks to the combined power of the Group's physical, digital and human networks, at the service of customers and development.
3. To accelerate the **digital transformation** by developing digital trust services and contributing to digital inclusion.
4. To maintain the Group's position as a leader in **ecological transformation** and ensure our services are accessible to all.
5. To become a **mission-driven company** whose activity has a positive impact on society, and to demonstrate its civic, social and societal responsibility.
6. To go beyond geographic boundaries and develop **international growth**.
7. To reinforce pride in being a postal worker, introduce a new **corporate social pact** and a new organisational structure that promotes agility.

Targeting profitable growth

Through its "**La Poste 2030, Committed For You**" strategic plan, the Group has set itself the target of **developing sustainable sources of growth in buoyant markets**. Only through profitable growth can we continue to invest and achieve **a sustainable business model**. To ensure the successful transformation of La Poste means we must achieve **a self-supporting business model** for the Group and each of its activities by 2025: the Group's cash generation should enable it to finance its continued growth and diversification.

The "La Poste 2030" strategic plan is based on **three pillars**: consolidating the foundation of the Group's **historical activities** and its **public service missions**, accelerating the **development of activities that are a source of growth** and **laying the foundations for future growth** by preparing new models. These three components will be deployed in each of the Group's 5 businesses: logistics (mail, parcels, e-commerce services), banking and insurance, trusted digital services, local services (including Silver-Santé), and its distribution network.

To achieve profitable growth, Le Groupe La Poste will also need to: modernise its public service missions and significantly improve its efficiency and operational competitiveness.

To achieve its goal of "establishing itself as the first European platform for exchange and relationships, that is human & digital, green & civic, that serves our clients in their projects and the greater society in its transformation." and also achieve its target of profitable growth, La Poste has set out 7 strategic priorities.

Strategic priority 1: To serve CUSTOMERS with the highest level of quality, so as to remain our customers' preferred provider and gain new customers (professionals, young people, etc.)

La Poste aims to place customers, whether individuals, companies or local authorities, at the heart of its strategic model. The Group's performance indicators, key skills, managerial culture and organisation are all aligned with this focus on customer satisfaction. La Poste also intends to innovate in order to remain the preferred provider for end-customers and to develop personalised services that respond to emerging uses and habits.

Le Groupe La Poste therefore aims to achieve a **100% customer satisfaction rate**.

Our range of services must be accessible 24 hours a day, 7 days a week and our customer commitments will be kept simple and fulfilled.

La Poste will use monitoring indicators such as the **Net Promoter Score** (NPS) to assess the progress of customer satisfaction rates in each of its activities.

A real-time location tracker to enable customers to access all postal services in their vicinity.

As of the end of 2021, using the La Poste mobile application, it will be possible to geolocate La Poste's nearby contact points and the physical or digital services provided, according to the customer's preferences. Using the same application, it will also be possible to consult the parcel-tracking service of other operators.

In addition, the Group will seek to **win over new customers, particularly young people and small businesses, who** will have access to comprehensive support services, combining logistics, digital tools and banking solutions.

La Poste also aims to **improve its knowledge of customers' profile and expectations**, at each key moment in their lives, and to be able to recognise each customer in their interactions with the Group.

Finally, to reflect this major strategic orientation in its new strategic plan, La Poste has decided to change its advertising slogan from "Making life easier" to "**Making your life easier**".

Strategic priority 2: To be ever more PRESENT, thanks to the combined power of the Group's physical, digital and human networks, at the service of customers and development.

Although it already has close relations with local authorities and all French citizens, La Poste wishes to consolidate its regional presence. It has made the strategic choice to build a **strong and coordinated physical presence**, and has set itself the objective of **increasing the number of access points with at least one postal service from 32,000 points today to 40,000 by 2025**.

This reinforced presence - through post offices, village postal agencies, retail outlets, pickup points, business centres, parcel lockers and parcel pickup drive-throughs - will be made even more visible since the various sites will be united under a common "La Poste" brand identity.

La Poste aims to increasingly contribute to the economic and social development of regions by developing **new synergies with the Banque des Territoires and Caisse des Dépôts**. **La Poste is also adapting its distribution network to respond to new needs** by strengthening partnerships, lowering costs, promoting digital services for simple operations that do not require advice or assistance, thus enabling postal workers to devote more time to customer relations.

As a local network, La Poste will also continue to develop the services provided by postmen/postwomen to senior citizens, or support services for energy-related renovations. **La Poste therefore aims for its postmen/postwomen to carry out 150 million new service operations** (other than mail and parcel delivery) **per year in 2030, compared with 27 million at present**.

Among the tangible actions planned to consolidate its presence and proximity, La Poste will be providing its "L'appel Facteur" (the postman call) service (via which people can exchange online or through voicemail with their postman/woman) as of 2021. As of 2022, it will then be possible to arrange a home appointment with the postman/woman

(available 6 days a week) within 24 hours, in order to have them to carry out essential post-office services.

Strategic priority 3: To accelerate the DIGITAL TRANSFORMATION by developing digital trust services and contributing to digital inclusion.

La Poste aims to **remain the leader in digital trust, transforming its data-ethics policy into a competitive advantage** and thus **laying the foundations for a French digital sovereignty hub, in conjunction with the Caisse des Dépôts.**

The Group is also prioritising the **acceleration of its own digital transformation** by massively deploying a digital culture among its employees.

By 2025, 100% of postal workers will have received digital training through an e-learning module;

our 40,000 managers and sales staff will be trained in the use of artificial intelligence for their professional tasks and, to go even further, a total of 5,000 postal workers will be trained to become data experts.

For its customers, La Poste will build on its Laposte.fr site, which is already consulted by 25 million unique users every month. In the future, **laposte.fr will become a benchmark open platform for all types of dispatches. It will offer everything a private or business customer needs to send their dispatches and will be interconnected with the platforms of La Poste's partners and customers.**

100% of the postal products and services for both private and business customers will be digitised and accessible via the Internet by 2025.

Strategic priority 4: To maintain the Group's position as a leader in ECOLOGICAL TRANSFORMATION and ensure our services are accessible to all.

As a pioneer in the ecological transition, and **carbon neutral since 2012**, La Poste is pursuing its efforts to protect the environment and is **now aiming for "zero emissions"**. La Poste and its subsidiaries aim to be the preferred provider by meeting customers' expectations in terms of reducing their carbon footprint, by informing them of the real impact of the postal products or services they purchase. In addition, La Poste has set itself the goal of being the first pioneering company to be SBTi-certified for Resources.

In terms of logistics, the Group is positioned as the **leader for ecological deliveries in France and Europe.**

The Group aims to consolidate its position as the leader in sustainable urban logistics, which helps ease congestion in cities and makes them more breathable.

As such, the transport and delivery of goods (from 3g to 30 tonnes) will be increasingly carried out using in carbon-free solutions. In tangible terms, Le Groupe La Poste has set itself the objective of achieving **100% clean deliveries (zero and low emissions) in 225**

cities across Europe, including 22 French cities, by 2025. La Poste therefore aims to invent truly responsible e-commerce.

In terms of finance, **La Banque Postale has established itself as Europe's No. 1 bank for positive impact finance.**

Beyond the carbon neutrality of its operational perimeter (since 2018), **La Banque Postale is committed to achieving zero net carbon emissions by 2040 for all its banking activities, i.e. 10 years ahead of the recommendations of the Paris Agreement.**

It is already the first general fund manager to provide 100% SRI (Socially Responsible Investment) and it will be the very first financial institution to be in line with the Agreement's target of 1.5°C.

In addition, **by 2023, the Banque Postale will have doubled its outstanding loans for financing energy transition projects.**

Finally, La Poste will continue to support local authorities and customers to help them better manage their environment footprint, to improve air quality and promote short distribution channels.

Strategic priority 5: To become a MISSION-DRIVEN COMPANY whose activity has a positive impact on society, and to demonstrate its civic, social and societal responsibility.

La Poste wants to **consolidate its position as a benchmark in terms of civic, social and societal responsibility, which is now recognised by non-financial rating agencies such as Vigeo Eiris, which awarded La Poste the best CSR rating ever obtained in 2020 and 2021.**

To remain the leader in this field, La Poste must continue to fulfil **its public service missions, while adapting them** to keep pace with society's expectations and new needs. It also pays close attention to **ensuring a fair level of compensation for the additional costs** that these missions entail, in order to guarantee their sustainability.

La Poste has also set itself the goal of **continuing to fight against regional divides**, going beyond its public service missions. To do this, it draws on the power of its network to propose, for example, an enhanced "France Services" offer, and by supporting social innovation at regional level, with a target of establishing 150 partnerships a year with structures working in the social and solidarity economy.

La Poste also aims to **strengthen its actions in favour of digital inclusion** and has set itself the target of providing support to 1 million "digitally-illiterate" people a year.

Finally, La Poste will continue its efforts as a **responsible employer** to achieve gender equality within the company, support equal opportunities and help keep people with disabilities in employment.

Drawing on 6 centuries of history and the unifying public service missions it was founded upon, Le Groupe La Poste has defined its **Raison d'être** and has become a mission-driven company:

At the service of all, and of use to each individual, La Poste is people-oriented company with a local presence that develops exchanges and builds essential relationships by contributing to the common wealth of society as a whole.

Strategic priority 6: To go beyond geographic boundaries and develop INTERNATIONAL GROWTH.

Le Groupe La Poste is already the number one parcel service in Europe today. Through its various subsidiaries, it operates in 48 countries and is committed to pursuing its international development by finding profitable sources of growth and seizing opportunities to diversify its activities.

The Group has set itself the objective of **doubling its international revenues between 2020 and 2030.**

By 2030, Le Groupe La Poste will be one of the world's top 10 e-commerce service operators and the European leader in urban logistics. As regards the GeoPost branch, the strategic plan focuses on the development of cross-border flows within Europe, but also outside Europe, where GeoPost aims to quadruple its market share.

DPDgroup, Colissimo and Asendia (small international parcels) will also reinforce their international cooperation.

As regards La Banque Postale, 20% of its NBI will come from international business by 2025, notably through specialised financing including consumer credit (Europe, Brazil), Asset management, the development of CNP Assurances in Europe and Latin America, as well as through development opportunities in new geographical areas such as Africa.

Finally, the Dicaposte and Mediapost subsidiaries also aim to grow their business outside France.

Strategic priority 7: To reinforce pride in being a postal worker, introduce a new CORPORATE SOCIAL PACT and a new organisational structure that promotes agility.

To support postal workers through the coming transformations, **a draft nationwide labour-relations agreement is currently being negotiated with the trade unions.**

To ensure its new strategic plan is successful, La Poste aims to continue to improve **occupational health and safety and the quality of life in the work place,** and to develop forward-looking human resources management. La Poste will put innovative career paths in place to promote **professional development. Training** in digital technologies and customer culture will be central aspects of this system.

The Group knows it can count on the commitment and contribution of postal workers to this new strategic plan. Once again, they will be key players in the Group's transformation.

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La Poste has completed its previous strategic plan "La Poste 2020: Conquering the future" by successfully diversifying its activities in the face of the decline in the conventional Mail sector: the share of mail in La Poste's turnover dropped from 36% in 2014 to 18.7% in 2020, while its turnover increased from €22 billion in 2014 to €31.2 billion in 2020.

La Poste has demonstrated its ability to transform its business thanks to the commitment of its postal workers.

La Poste consulted all its stakeholders (postal workers, customers, elected representatives, associations, suppliers, start-ups and partners) to better understand their needs and expectations in terms of the postal services of tomorrow. The new strategic plan presented today contains many proposals resulting from this vast participatory process involving 142,000 people.

Through its "**La Poste 2030, Committed For You**" strategic plan, the Group will continue its transformation in order to achieve a sustainable business model and remain useful to society as a whole.

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APPENDICES



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Appendix I: Review of the previous strategic plan "La Poste 2020: Conquering the future".

Presented in January 2014, the roadmap of the "Conquering the Future" strategic plan focused on six areas:

- Accelerating the development of existing activities;
- Conquering new territories;
- Fulfilling, modernising and adapting its public service missions and developing new activities in the public interest;
- Building and negotiating a social pact;
- Improving the Group's competitiveness;
- Restoring the Group's economic health.

Transformation was central to this strategic plan and the decisions taken during the period in question have borne fruit: diversification has developed, business lines have been consolidated and La Poste's has demonstrated its ability to transform itself.

While the share of revenue from the mail business dropped from 36% in 2014 to 18.7% in 2020, the **parcels business grew steadily** with the boom in e-commerce. La Poste anticipated this boom and invested €450 million to adapt its industrial and logistics facilities. It developed new value-added services for customers (sending parcels from their letterboxes, systematic second delivery attempt by the postman, etc.). Colissimo, the specialist in parcel deliveries for private customers, distributed 471 million items in 2020, an increase of 70% since 2013. At international level, DPDgroup, Europe's leading parcel group, pursued **its external growth strategy** with the acquisition of BRT, the leader in the Italian parcel-delivery market, in 2020, and developed its position in new buoyant market segments, for example with the launch of Chronofresh in 2015, an express delivery service for fresh and frozen food products, available throughout France.

La Poste Network invested constantly in **renovating and modernising its 17,000 contact points** and in creating high-performance tools. With the digital revolution, different problems have emerged in the countryside as well as in urban centres. Along with the ecological transition, these are the major challenges of our time. La Poste works to address these issues on a daily basis, alongside elected representatives and citizens.

Since 2015, **local services and the "silver economy" have experienced real growth**, representing revenues of around €525 million in 2020. This result was particularly driven by highway code exams (more than 3 million exams have been taken in La Poste's 600 sites since 2016), the delivery of meals and medicines at home, the "Watch over my parents" home visit service (for the elderly) launched in 2016 and the acquisition of the company Economie d'Energie in 2019, the market leader in intermediation between finance providers and households. La Poste also made **the strategic decision to become a major player in home services** in the silver-economy and health sectors, by developing its activities through external growth (acquisition of a majority stake in the Axéo Group in 2016, acquisition of Asten Santé in 2017, etc.) and in synergy with its services, logistics network and geographical coverage.

La Banque Postale has accelerated its development across all business lines: retail banking with major organic and external growth operations (sole shareholder of La Banque Postale Financement), asset management with the acquisition of BPE, a private bank, in 2014, insurance with the merger of La Banque Postale and CNP Assurances in March 2020,

and asset management with the launch of strategic projects by La Banque Postale Asset Management. **Digital transformation** was also initiated with the launch of Ma French Bank in 2019, a 100% digital bank, which had 280,000 customers by the end of 2020.

The Group resolutely launched its digital transformation with the **creation of its Digital branch in 2014**. It had revenues of nearly €800 million in 2020. The Digital branch supports the Group's strategy by marketing offers based on digital trust. Its subsidiary Docaposte is the leading healthcare data-hosting service in France. The Digital branch also contributes to the Group's internal transformation by **modernising existing processes and activities** (online forwarding, address recognition with Artificial Intelligence, etc.) or by **developing new services** (parcel tracking on laposte.fr, online registered letters, Digiposte's smart and secure digital mailbox (which has 5 million users), La Poste's Digital Identity, the first digital identity to be qualified by ANSSI (French information systems security agency) as having a substantial guarantee level, etc.). With 25 million unique visitors a month, the LaPoste.fr website underwent a major overhaul, transforming the customer experience with the launch of a dispatch support service in 2019 and a marketplace in 2020.

Finally, La Poste ensured **each postal worker played a role in and benefited from this transformation** through the company's social pact. The target of training at least 80% of postal workers each year was achieved every year as of 2015. Nearly 50,000 courses leading to qualifications were organised to promote career development. More than 1,000 occupational health and safety specialists, including 425 risk-prevention officers, were deployed throughout the country to help protect the staff's health and quality of life at work. A total of 44,500 managers did management development training at the Institute of Management created in 2014 and the HR organisation was transformed, with the implementation of 12 mobility and recruitment units and nearly 700 local HR staff assigned around the country.

Le Groupe La Poste faced an even more difficult environment than anticipated. Despite these successes, further transformation is required to achieve a self-supporting business model for Le Groupe La Poste and for each of its activities.

Appendix 2: Challenges and market context that the strategic plan aims to address

Le Groupe La Poste is facing an even more difficult environment than anticipated. Despite the success of the previous strategic plan, La Poste must continue its transformation in order to achieve a self-supporting business model and remain useful to society.

Profound societal transitions, which represent growth opportunities that must be seized

Territorial transition - 60% of the population live on the outskirts of cities, in small towns or rural areas. These areas feel they are left on the sidelines of economic development and are looking for solutions to avoid the impact of successive crises. The Group supports regional and local developments and contributes to maintaining territorial cohesion in line with Government public policies and priorities of the Caisse des dépôts et Consignations (CDC).

Digital transition - Digital solutions are becoming part and parcel of our daily lives. They bringing the French population closer together, creating new standards in terms of consumption and work, while alienating those on the wrong side of the digital divide. The Group is actively involved in this transformation through its sovereign and trusted digital services, but also thanks to its unique ability to provide services bringing together the physical, human and digital worlds.

Ecological transition - By 2030, ecological issues (climate, resources, pollution) will weigh even more heavily on political decisions and economic choices, as well as on the daily life of citizens. Le Groupe La Poste wants to remain a driving force in this transition, notably through its full carbon neutrality, green investments in logistics, its energy-efficient digital technology policy, its 100% SRI asset management and its leadership in positive-impact finance.

Demographic transition - By 2030, the over-60s will account for more than a third of the French population, influencing the economy, the health sector and the way services are viewed and delivered. The Group knows how to innovate to respond the needs of seniors and the health-care ecosystem, and to exploit its local presence as an asset. It also aims to meet the needs and expectations of young people.

Trends that existed prior to the current crisis have accelerated, and had an impact on the Group:

- The health crisis has significantly accelerated the entire digital transformation, causing a tipping point: making contact through digital tools has become the norm for a large majority of customers, and teleworking is becoming widespread.
- There has been an increase in electronic mail and online banking.
- The presence of e-commerce giants in parcel distribution is a reminder that there is fierce competition in the market and we must constantly reinvent ourselves.
- Interest rates will remain low: the uncertain outlook in terms of growth (linked to Covid, but also Brexit, unemployment, pension spending and health care) and the prospect of negative or low long-term interest rates represent a major challenge for banking and insurance.

- Managing the crisis has reminded us that the Group must promote agility in order to react quickly to changes.

The Covid crisis has also highlighted the need for Post services and showed how just essential the Group's presence, proximity and coverage are.

The Group's multi-activity model is challenging...

The Group needs to develop synergies between its business activities to create value and maintain its unity as a Group. In view of its diverse range of activities, the Group must ensure customers can see the coherence and logic behind its different products and services. It needs to rationalise its organisational complexity to simplify the lives of its employees and make life easier for its customers.

...but has assets that need to be strengthened

The Group's wide-ranging skills and the complementary nature of its business activities make it possible to offer packaged services to customers to meet their needs according to age and profile.

The model ensures the Group's resilience and balance, in the event one of its activities suffers an economic shock. It responds to the need to achieve a critical mass and strong investment capacity in a competitive environment. It draws on complementary, multi-partner physical and digital networks. It enables the Group to carry out its public service missions.

The model of each business activity is able to respond to disruptive developments....

- The decline in the use of traditional mail services is continuing to gather momentum as a result of digitisation, and the economic viability of the daily postal round is being brought into question. Digital technology is undermining traditional mail, disrupting us, but generalising e-commerce.
- The parcel business is threatened by the global power of GAFA and logistics start-ups.
- The continuing decline in the use of post offices means we must question the continuing relevance of the physical network.
- Against a backdrop of low rates and the constant challenges posed by fin-tech and big-tech, the banking and insurance model needs to be renewed, at a time when competitors are considerably reducing their physical presence and multiplying their partnerships.
- The ethical, inclusive, sovereign and frugal digital approach has not yet established an effective economic model.

These disruptions are leading postal workers to build new customer experiences, while taking an active role in the transformation of their profession and adapting their skills.

...and opportunities

- The rapid growth of regional, national and cross-border e-commerce has created opportunities in terms of parcel volumes but also in terms of services to e-retailers and new sectors (food, health, second-hand goods, short distribution channels).

- The demand for "services that are closer to home", based on greater societal and environmental responsibility, gives the Group the opportunity to reassert its identity and stand out from its competitors.
- The digital transformation is gathering pace in each of the Group's businesses, and is bringing the Group closer to end customers through its services. Data and artificial intelligence are opening new paths to efficiency and growth.
- In response to the need for security and trust, the Group is contributing to building an ethical, sovereign and responsible digital ecosystem, so as to drive future growth.
- Societal transitions are creating expectations in terms of new services and the Group is responding to these thanks to the power of its networks: for seniors, for the environment, for local communities, for vulnerable population groups.
- The creation of a major public financial division with the Caisse des Dépôts and the pursuit of 5 industrial cooperation projects: the fight against regional divides (France Services), Trusted Third Parties, Urban Logistics and Smart Cities, the Silver Economy and Health-care, Energy and Ecological Transition.
- The potential of the new community-oriented banking and insurance model provides a unique growth opportunity.
- La Poste's main asset is first and foremost human: ensuring the commitment of postal workers is a major priority for the Group and requires specific support tools.

The Group's major challenges: essential public service missions, which must be adapted and financed...

Motivating, core missions...

The Group's four public service missions (universal mail and parcel service, press distribution, regional development, accessible banking services) are at the heart of the Group's raison d'être and ambition.

Ensuring their successful execution shapes the very structure of the Group, and is a source of motivation, commitment and pride. The health crisis has confirmed the value of our public service missions, even though the way they are fulfilled has had to be adapted.

... that must be adapted, and... financed

Public service missions are justifiably defined by a strict legal framework which remains a pre-requisite. However, the health crisis has highlighted new shortcomings in the market, and revealed new needs (digital inclusion, preventing health-care risks, etc.) that could be better addressed by adapting the missions.

The businesses losses in the universal post service, which became apparent in 2018, reached massive levels in 2020, and the results of the three other public service missions only partially compensate. This overall deficit jeopardises both the proper fulfilment of the missions and the sustainability of the postal-service model. Fair public financing of the deficits must be applied on a long-term basis.

Appendix 3: Outline of the 2030 strategic plan



Appendix 4: A co-constructed strategic plan

2020 marked the end of the "La Poste, conquering the future" strategic plan launched in 2014. La Poste consulted all its stakeholders (**postal workers, customers, elected representatives, associations, suppliers, start-ups and partners**) to gather their opinions through a major **participatory survey** launched in September 2020. Over the course of three months, four citizens' conferences were organised in Nantes, Toulouse, Lille, Lyon and the 2030.laposte.fr digital platform made it possible to collect input from **more than 142,000 people** about their needs and expectations in terms of tomorrow's postal services. All these contributions have been used to develop La Poste's new strategic plan.

Local "human" presence and territorial coverage emerged as the two most valuable assets of Le Groupe La Poste, in the present and for the future.

Quality of service and the **customer experience** were the key concerns of all contributors, with postal workers particularly focused on this priority. The stakeholders proposed various initiatives to address these points, including:

- Developing value-added parcel services;
- Adapting the opening hours of post offices to the needs of customers;
- Improving the quality of mail distribution and the processing of complaints.

Many ideas were also suggested to meet the various challenges in terms of ecological, digital, demographic and territorial transition:

- **Territories:** consolidate access to postal services, revitalise community presence, strength local partnerships and work with hospitals/associations to provide home-based services to improve the well-being of seniors.
- **Demographics:** develop services for the elderly (the Ardoiz tablet, "Watch over My Parents" visits to foster social bonds/contact, delivering meals and medicines, etc.), personal services, delivering groceries and supporting young people in their projects (financing, advice, digital training).
- **Ecology:** offer a choice of delivery mode (green energy vs. thermal energy), increase the transport capacity of electric vehicles, contribute to collecting and recycling certain waste, become a genuine player in the circular economy.
- **Digital technology:** offer local digital workshops to customers, support customers in their digital learning, develop digital tools and online approaches.

The "La Poste 2030" new strategic plan contains many proposals that resulted from this broad-ranging consultation.