

Diversity and Inclusion

“Put diversity and inclusion together, and the result is a powerful engine for innovation.”

Eugenia
Global Legal Services, U.S.



Diversity and Inclusion

Diversity and inclusion are embedded in our culture. Our diversity helps us to understand markets, connect with customers, develop innovative solutions and attract and retain the best talent and suppliers. We embrace diversity in every area of our business and at every level of our organization. Our program and practices continue to grow with our company's global footprint.

Supplier Diversity

Pitney Bowes believes a diverse supply base is important both internally and externally, to ensure that we are providing employees and customers with the best possible opportunities and solutions. To maximize our access to innovation and process improvement throughout the supply chain—and to reinforce our overall commitment to diversity and inclusion—we regularly pursue relationships with best-in-class diverse suppliers.

Diversity and Inclusion

Pitney Bowes has been recognized for decades as a leader in valuing and leveraging diversity. From a heritage of respect for the individual, we have developed a culture in which the importance of diversity is embedded in our business model and employee value proposition. Our diversity helps us better understand evolving markets, connect with our global customer base, develop innovative solutions, and attract and retain outstanding talent.

As the concepts of diversity and inclusion have evolved around the world, so too has our approach. We have increasingly integrated diversity initiatives into every area of our operations, from talent management strategies to the ways we foster innovation and manage customer relationships. And as our company has grown globally, we have also become more global in our diversity and inclusion programs and practices.

In addition, we have cultivated a network of external partnerships to support our business and diversity objectives in areas such as talent acquisition and retention, supplier diversity, legislative matters, strategic philanthropy and branding. Through these partnerships, we raise our visibility among a diversified pool of top-tier candidates while providing development opportunities for employees who work with these organizations and serve on their boards. The groups we work with span the fields of engineering, information technology and business enterprise. They include Catalyst, Diversity Best Practices, Executive Leadership Council, National Black MBA Association, Society of Hispanic MBAs, National Society of Black Engineers, the Society of Women Engineers, and the Information Technology Senior Management Forum.

At a tactical level, our approach has four dimensions:

- **Representation:** We monitor the composition of our workforce and seek to reflect the diversity of available talent at company locations
- **Recruitment:** We work with external partners such as the Society of Women Engineers and the National Society of Black Engineers to recruit people who will strengthen our diversity representation
- **Retention:** We offer web-based seminars, networking sessions, speaker events and conferences to help develop our diverse group of talent
- **Leadership:** We regularly incorporate senior executives into our seminar and networking programs, and we offer leadership development opportunities for key women and people of color to help them grow their skills, obtain cross-functional experience and gain senior-level visibility.

International Diversity and Inclusion Council

Formed in 2007, the Europe-based Council includes representatives from all our businesses and geographies, who work together to create a more inclusive working environment through training, leadership example, recognition and communications. In addition to conferences, regional briefings and training sessions throughout the company, the Council also sponsors the International Diamond Awards annually for individual and group leadership in the areas of diversity and inclusion. In 2010, Diamond Award nominees spanned 45 countries

INROADS Internships

Since 1987, Pitney Bowes has worked with INROADS, Inc. to assist in meeting our talent and diversity objectives by developing high-potential minority youth and preparing them for corporate and community leadership. Students apply to INROADS between their junior year in high school and sophomore year in college, and those accepted receive career coaching, training and summer internships with a view to full-time employment upon graduation.

Over the years INROADS interns at Pitney Bowes have gained access to career opportunities in finance, marketing, communications, engineering, information technology and human resources. Since 2007 more than 50 students have taken advantage of the program, and in 2010 we made full-time job offers to several of our graduating interns.

Mentoring

Launched in October 2010, this Pitney Bowes program provides an integrated company-wide framework for mentoring to support employees' career development while also advancing the company's interests in retention and diversity recruiting.

Awards and Recognition

In 2010 Pitney Bowes and its employees earned recognition from numerous external organizations for excellence in diversity and inclusion. Among them:

- **National Association of Female Executives (NAFE) Health Care Champion** – Johnna Torson, Executive Vice President and Chief Human Resources Officer
- **Women of Color in STEM & Business Award Winners:** Business Achievement—Sheryl Morrison, Director, Finance; Technology All-Stars—Jacqueline Brown, Manager, CRM Software Quality Engineering; Cecilia Fung, Director, Applications Development; Cynthia Marinelli, Senior Software Delivery Lead
- **Asia Best Employer Brand Awards:** Diversity Impact Award
- **Great Place to Work Institute:** Top 50 Companies to Work for in India
- **DiversityMBA Magazine:** 100 under 50 Diverse Executive & Emerging Leaders—Tatiana Koleva, Area Director, PBMS
- **Black Enterprise Magazine:** 40 Best Companies for Diversity
- **DiversityBusiness.com:** America’s Top Organizations for Multicultural Business Opportunities
- **Diversity/Careers in Engineering & Information Technology:** Best Diversity Company
- **DiversityMBA Magazine:** Top 50 Companies for Diverse Managers To Work
- **OutputLinks:** Women of Distinction—Jennifer Bonilla, President, PBMS, Americas
- **Woman Engineer Magazine:** Top 50 Employers
- **Diversity Journal:** 2010 Diversity Leader

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We expect all suppliers to meet our high standards of product and service quality, as well as specific objectives related to cost, quality and delivery. To be considered for business with us, diverse businesses are encouraged to seek certification from one of the following agencies:

- **National Minority Supplier Development Council (NMSDC)**
- **Women’s Business Enterprise National Council (WBENC)**
- **Small Business Administration (SBA)**
- **Association for Service Disabled Veterans (ASDV)**

We also accept certification by local and state governments.

In 2010 the Pitney Bowes Enterprise Procurement Department was actively engaged in the strategic transformation process implemented across the company. A component of this process was the reduction and consolidation of the supplier base, which impacted the opportunity to engage diverse suppliers. As a result, the 2010 percentage of subcontracting with diverse suppliers was 4.7%, versus 6.0% in 2009. Included in this percentage were successful contract awards to diverse businesses in the areas of staffing, janitorial services and products, courier services, security, manufacturing and logistics.

The company remains committed to building relationships with diverse suppliers on both the first and second tiers. The number of diverse suppliers participating in the Request for Proposal (RFP) process increased from 2009 to 2010, indicating their growing understanding of the process and requirements for successfully competing for contract awards. Additional successes in 2010 included working with two diverse suppliers on product and process improvements under the auspices of the Small Business Administration and the Senior Corps of Retired Executives (SCORE) organization; sponsoring the attendance by the president of IBIS Communications (a minority women-owned business) at Dartmouth’s Tuck School of Executive Management; and service by Pitney Bowes Chairman and CEO Murray Martin as Honorary Chairman and keynote speaker for the Greater New England Minority Supplier Development Councils Business Opportunity Fair.

Speed Networking

Pitney Bowes has used speed networking events since 2004 to promote the retention, engagement and professional advancement of employees at all levels. Participants gain insights provided by senior leaders and benefit from the direct networking opportunity with peers and company management. Topics at some of the sessions have focused on specific audience groups, including women, people of color, and employees who are new to the company. The 2010 event focused on personal dimensions of the company’s ongoing strategic transformation process through sessions such as “Keeping Current” and “Managing Your Development—Be Your Brand.”

International Diamond Awards

Sometimes small actions make a big difference in creating an inclusive culture—a principle Pitney Bowes’s International Diversity and Inclusion Council recognizes each year through its coveted Diamond Awards. This year’s Diamond Awards went to individual employees in Belgium, India, Portugal and the United Kingdom as well as two five-member teams from France and Spain.

Diversity and Inclusion: Performance 2010

Diversity and Inclusion (United States only)

Percentage of workforce: minorities 42%, women 42%

Percentage of Board of Directors: minorities 31%, women 23%

Supplier Diversity

Percentage of supplier spend with diverse businesses:

2010: 4.7%*

2009: 6.0%

2008: 4.7%

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50 Best Companies to Work for in India

In June 2010 Pitney Bowes Software India was named a Best Company to Work For in India by the Great Place to Work® Institute, an international organization spanning 40 countries. Companies are selected for the honor based on a culture audit featuring a "Trust Index," which gauges how employees feel about the organization. Typical of the company's proactive approach to engagement and workforce development is its annual week-long celebration of diversity and inclusion under the auspices of its newly formed Indian Diversity & Inclusion Council. The organization also won recognition as one of IDC-Dataquest's Top 20 Indian IT Best Employers and a 2010 Diversity Impact Award at the Asia Best Employer Brand Awards in Singapore.

Pitney Bowes Canada a Top Employer for New Canadians

In March 2010 Pitney Bowes Canada won recognition from two organizations for its commitment to recruiting and integrating skilled immigrants into its workforce and leadership team. Mediacorp Canada named the company one of Canada's Top 100 Employers for New Canadians, and the Toronto Region Immigrant Employment Council named Pitney Bowes winner of the RBC Immigrant Advantage Award at the council's fourth annual Immigrant Success Awards.