

Diversity



At Pitney Bowes, diversity encompasses all the ways in which we differ.

Diversity and Inclusion

Inclusion helps us benefit from diversity by creating an environment of involvement, respect and connection, so that the full range of ideas and experiences are used to create business value. Our diversity equips us to better understand evolving markets, connect with our global customer base, develop innovative solutions and attract and retain outstanding talent.

We have a strategic approach to managing diversity, with overall accountability at the board and CEO level. Business unit presidents and their senior reports are accountable for the success of diversity initiatives within their businesses. Each business develops its own plans and objectives for valuing and leveraging diversity. In turn, these plans are linked to performance standards that determine business unit ratings reviewed by the CEO and board of directors. Compensation for senior management is tied to success in meeting diversity objectives.

Diversity and inclusion are embedded in our culture. Our diversity helps us to understand evolving markets, connect with our global customer base, develop innovative solutions and attract and retain the best talent and suppliers.

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 Women Engineers and the Black Engineers Associations to recruit people who will strengthen our diversity
- **Retention:** We offer web-based seminars, networking sessions, speaker events and conferences to help develop a diverse group of talent
- **Leadership:** Our senior executives play an active role in our seminar and networking programs. We have a diversity leadership development program 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 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.

Events organized by the Diversity and Inclusion Council in 2009 included:

- A women's conference focusing on the "double bind" of simultaneous performance expectations at work and at home. Presenters and attendees included senior female leaders of Pitney Bowes, women executives from across Europe and representatives from Catalyst Organisation
- Theatre-style diversity training for 536 participants in Harlow, UK, with a post-training diversity survey, all modeled on a successful program launched in France in 2008.
- International Diamond Awards recognizing leadership in diversity and inclusion. This year there were 6 winners from 3 countries, out of 45 nominees from 10 countries. The council also reviewed a dozen international PB Impact Award 2009 nominations for diversity and inclusion-related achievements
- Regional briefings for business heads on D&I-related employee engagement survey results, showing how other regions and businesses compare in responding to D&I challenges
- A series of employee forums on D&I issues in the Nordic region

Awards and Recognition

In 2009 Pitney Bowes and its employees earned recognition from numerous external organizations for excellence in diversity and inclusion. Among them:

- Best of the Best, Black EOE Journal, Professional Woman's Magazine and Hispanic Network Magazine
- Top 50 Employers for People with Disabilities, Careers & the disABLED Magazine
- Top 50 Companies for Diverse Managers to Work, DiversityMBA Magazine
- Top 40 Best Companies for Diversity, Black Enterprise
- Top 100 Companies to Work For, Savoy Professional
- Best Diversity Company, Diversity/Careers in Engineering & Information Technology
- Excellence in Innovation, Profiles in Diversity Journal
- In addition, five Pitney Bowes employees won individual recognition from the Hispanic National Bar Association, National Urban Fellows, DiversityMBA and Women of Color magazines, and the Hispanic Association of Corporate Responsibility

INROADS Talent Pipeline

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.

The INROADS program at Pitney Bowes has provided career opportunities to interns in the areas of Finance, Marketing, Communications, Engineering, Information Technology and Human Resources. In the last three years, Pitney Bowes has sponsored more than 50 college students. In 2010 we expect to convert more than half of our summer interns into full-time hires.

Women's Leadership Conference Webinars

Building on our company-wide Women's Leadership Conference in 2008, we conducted a series of three webinars throughout 2009 featuring women executives both at Pitney Bowes and across a spectrum of external partner organizations. Each 60-minute session provided opportunities for employees across the enterprise to take part in group discussions, build their professional networks and explore avenues for career development. Total attendance in 2009 was more than 800.

PB Lets Me Be Me Wins FAN Award

Our PB Lets Me Be Me program won recognition as "Best HR and Sustainable Development Programme" at the FAN 2009 exhibition in Paris. FAN (Forums des Acteurs du Numérique) is a leading international trade show for document management professionals. PB Lets Me Be Me, launched in 2007, is a global diversity awareness program run by our International Diversity and Inclusion Council.

Supplier Diversity

To maximize our access to innovation and process improvement throughout the supply chain, we regularly pursue relationships with best-in-class diverse suppliers. Through such relationships, we also reinforce our overall commitment to diversity and inclusion.

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.

We support national diversity organizations through corporate memberships. Our current memberships include the National Minority Supplier Development Council, the National Veteran-Owned Business Association, and the Women's Business Enterprise National Council, which our Vice President of Indirect Procurement serves as Vice Chairman. We are also active in the regional affiliates of both the NMSDC and WBENC.

We encourage diverse suppliers to contact our Supplier Diversity Department at www.pitneybowes.aecglobal.com to register or by email at: supplier.diversity@pb.com

Performance 2009

Diversity and Inclusion (United States only) 2009

% of workforce: minorities 43%, women 43%

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

Supplier Diversity

In 2009 Pitney Bowes contracted with a diverse business to cleanse our procurement data and properly identify suppliers according to the following categories: minority, woman, veteran, service-disabled veteran, or hubzone. We also took steps to ensure the correct categories were being accounted for in our calculations. The percentages shown on next page reflect these adjustments.

Percentage of supplier spend with diverse businesses:

2009: 6.0%

2008: 4.7%

2007: 4.9%

Awards and Recognition

*Best Employer for Healthy Lifestyles
Platinum Award*

