



engagement
development
wellness
Our People
diversity
innovation
inclusion
health

Leading Responsibly

Our People

We value our employees and know that our success depends on their commitment to Pitney Bowes. We are committed to help them develop, whatever their background or experience. We strive to provide a safe workplace and actively help our employees to pursue healthy lifestyles.

Engagement and Development

We believe strongly in a culture of innovation, learning and engagement. Our employees' commitment, passion and energy drive innovation and customer value, which drive growth and financial success. We seek to engage employees through challenging work assignments, career development opportunities and programs that promote personal and professional growth. In 2011, we launched a new enterprise-wide learning and development organization to improve coordination and provide consistent opportunities, tools and metrics throughout the company.

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, and we recognize that diversity itself can mean different things in different cultures. Our program and practices continue to grow with our company's global footprint and perspective.

Safety

We value the safety of our employees, and we have a passion for an injury-free workplace. We work continuously to identify, control and eliminate hazards, and we hold all employees accountable for following safety rules.

Health and Wellness

We know that employees who take action to manage their health are happier and more productive and have reduced health care costs. We offer easy and affordable access to health care, and we provide a range of programs to make it easy for employees and their families to lead healthy lifestyles.

Performance 2011

We report on diversity and inclusion and workplace safety.

Engagement

Highly engaged employees are crucial to our company's success. Engaged employees enjoy going to work. They radiate optimism, achieve or exceed their objectives, have lower absenteeism and suffer fewer injuries than others.

We seek to engage employees through challenging work assignments, career development opportunities, and programs that promote personal and professional growth. We encourage dialogue, solicit feedback and measure engagement through a range of mechanisms, both online and off. We also recognize managers and teams that demonstrate high engagement by showcasing their practices in our internal magazine, at group meetings, and by asking them to lead engagement and communication training.

We use several online channels to promote employee engagement. A key channel in the U.S. is *PB Voice*, an intranet site that allows employees to submit questions and review answers on a variety of topics. In addition, our PB Voice Partners host local forums and short surveys for small groups of employees.

Since 2009, we have also provided two online forums to stimulate engagement and generate new ideas throughout the company:

- **Yammer** is an internal social networking platform that facilitates collaboration and enables employees to ask questions and share expertise. Since its launch in 2009, more than 6,600 employees have posted over 41,000 messages from all around the world.
- **IdeaNet** engages employees throughout the company to collaborate on innovation challenges with an overall focus on increasing organic growth and improving processes. Over the last three years, employees from 28 countries have participated in multiple languages, contributing suggestions that have led to millions of dollars in new revenue and cost savings.

We also solicit employee feedback through regular surveys. For years we have conducted a global employee survey available in 18 languages. The survey explores overall engagement, action planning and manager effectiveness and focuses on additional engagement drivers such as development, recognition, future vision and communication. In addition to multiple-choice questions, the survey gives employees an opportunity for more detailed feedback via confidential written comments. The response rate is typically between 80 and 85 percent.

PB DRIVE! Offers Hourly Workers a Path to Advancement through Certification

A new program at Pitney Bowes Management Services provides qualifying full- and part-time hourly employees with a path to certification at multiple skill levels across a range of job functions and platforms. PB Drive!, which stands for Develop, Reward, Inspire, Value, and Empower, offers certification at Bronze, Silver, Gold, and Masters levels, with each step representing a progressively broader set of required objectives and established criteria for subject matter expertise. The program spans several PBMS platforms, including Mail, Document Processing and Imaging (Enterprise Content Management), Print (Managed Output Solutions) and Litigation Document Services.

Still another engagement tool is our Workplace Agility Program, which takes advantage of mobile technologies to make it easier for employees to work effectively in multiple locations (including collaborative spaces, client sites, and their homes). Since its beginning in 2009, the program has fueled important gains in employee productivity, morale and quality of life. By engaging employees in fresh choices about where and how to work, it has not only helped them work more efficiently, but enabled many of them to recapture hours of personal time that would otherwise have been spent commuting. The environmental benefits of agile work, including a reduction in the company's real estate footprint and reduced gasoline consumption by commuters, are detailed elsewhere in this report. In 2011, 14% of all Pitney Bowes employees were agile or mobile.

Development

We focus on hiring talented people, nurturing their growth, and providing opportunities for them to make a real impact for themselves and for Pitney Bowes. We see employee development as a partnership between an employee and his/her manager, aided by strong support from our Human Resources organization.

In 2011, we supplemented this decentralized approach with a new Enterprise Learning and Development organization to drive a stronger culture of innovation, improve coordination across business units and provide consistent tools and metrics for all employees throughout the company. The new Learning and Development structure includes centers of expertise focused on leadership, professional development and technology, as well as the needs of specific core employee groups such as sales, service, operations and corporate staff.

Across this entire spectrum, our company values remain at the heart of our learning and development philosophy. We have identified fundamental behaviors for our employees based on our values.

From their first day on the job through their entire career, Pitney Bowes employees are encouraged to own their career development and take advantage of learning and development programs. Each year, employees work with their managers to set performance goals and objectives, identify strengths and development needs, and build a developmental plan to broaden current skill sets and acquire new ones. Employee development takes many forms, including on-the-job training and rotational assignments, coaching and employee mentoring, internal learning programs, online resources and community service opportunities. We also offer tuition reimbursement for job-related higher education.

Leadership development is a continuing focus. We strive to identify leaders early on and give them the knowledge and experience they need to excel. We provide a wide array of leadership, communication, and performance management learning solutions—from foundational programs to help new managers transition successfully, to advanced courses for seasoned leaders and executive education programs. We also provide targeted development for specific individuals or groups. New in 2011 was our Manager Acceleration Program, an e-learning system for managers that guides employees through a self-assessment process, then provides personalized recommendations for training to help them advance in their careers.

Early in Career Workshop

Pitney Bowes' approach to talent management starts early and continues throughout employees' careers. In 2011, we launched a new Global Early in Career Program with a workshop that brought 49 high-performers from North America, Europe, AsiaPacific and Latin America together with company leaders and managers for two days of instruction, motivation and networking. Participants gained tools and perspectives for individual and team development while forming relationships and creating new paths for collaboration across disciplines and organizations.

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 extraordinarily diverse 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.

We have also 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 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 the National Black MBA Association, National Hispanic Corporate Council, National Society of Black Engineers, National Urban League, Society of Hispanic MBAs, and the Society of Women Engineers.

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.

In 2011, in support of Pitney Bowes's global focus on customer communications management, we took a fresh look at our diversity and inclusion value proposition to ensure its continuing alignment with our company's strategy and goals. As part of that effort, we conducted an IdeaNet Diversity and Inclusion Challenge, which drew responses from more than 130 employees.

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. In 2011, we hosted 20 INROADS interns in accounting, communications, engineering, human resources, marketing, product management, Latin America & Caribbean operations and corporate citizenship.

International couture and cuisines highlight Culture Week observances

A seed planted in last year's Diversity IdeaNet Challenge bore fruit all over the world as hundreds of employees from 11 countries in Europe and Asia honored their diverse origins and lifestyles during Culture Week. Food, fashion, music, poetry and visual arts all came together through the efforts of local volunteers supported by Pitney Bowes's International Diversity and Inclusion Council. Participants sampled a rich menu of varied cuisines while gaining new insights into their colleagues' backgrounds and ways of experiencing the world.



International Diversity and Inclusion Council

Formed in 2007, the Europe-based Council includes representatives from all of 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 2011, Diamond Award winners included three employees in Portugal and two teams in the United Kingdom.

Awards and Recognition

In 2011, Pitney Bowes and its employees continued to earn recognition from numerous external organizations for excellence in diversity and inclusion. Among the awards:

- *Asia's Best Employer Brand Awards*: Talent Management Award, Exemplary Leader Award, Continuous Innovation in HR Strategy Award
- *Diversity/Careers in Engineering & Information Technology*: 2011 Best Diversity Company
- *DiversityMBA Magazine*: 50 Out Front for Diversity Leadership: Best Places for Diverse Managers to Work (#17)
- *Hispanic Business Magazine*: 2011 Best Companies for Hispanics
- *Hispanic Engineer & Information Technology*: Top 200 Influential Hispanics in Technology—Herman Velasquez
- *NASBA Center for the Public Trust Being a Difference Award* — Robbie Narcisse
- *Profiles in Diversity Journal*: Diversity Leader Award, CEO Leadership in Action Award

Supplier Diversity

Pitney Bowes's commitment to diversity extends throughout its supply chain. For information on supplier diversity programs, including our 2012 Supplier Diversity Summit, please see the Customer and Suppliers section of this report.



Safety

We value the safety of our employees and have a passion for an injury-free workplace. We establish projects and processes to control and eliminate hazards, hold all employees accountable to drive toward a goal of zero workplace injuries, and empower employees to make positive changes in their workplace to improve health and safety.

Our Global Environment, Health and Safety department works in partnership with operations leadership to assess workplace hazards, establish annual improvement plans and track performance. Management has clearly defined responsibilities and objectives for safety and health. Business units have committees or safety champions to coordinate activities.

We recognize and reward outstanding safety performance. We train our employees to do their assigned jobs safely and make it clear that sticking to our safety rules is a condition of employment.

In 2011, under the banner of “EveryBODY Can Do It,” we continued to look for ways to enhance the safety of our workforce and take advantage of employees’ knowledge of workplace risks. Ergonomic assessments, control measures, training and communications all played a role in the continuing challenge of reducing or eliminating work tasks leading to sprains and strains and the risk of slips, trips and falls.

We completed an ergonomic “Kaizen” event at Pitney Bowes Presort Services to establish a new tool-cart prototype and improved practices for maintaining and repairing mail sortation equipment.

With the assistance of Strategic Safety Associates, we conducted a pilot program of MoveSMART® training for U.S.-based Global Mailstream customer service representatives. This unique training applies a combination of martial-arts techniques and ergonomic principles to enable customer service representatives to work from a position of balance, strength and control, reducing both the likelihood and potential severity of sprain- or strain-related injuries. The resulting “Train the Trainer” program allowed all service personnel to receive this customized training beginning in 2012.

We developed a video about *Avoiding Slips, Trips and Falls*. We also sent additional Find It Fix It Kits to more than 100 Pitney Bowes facilities during the year. These kits include posters, videos, training materials, worksheets and customized supervisor and employee handouts on topics such as avoiding slips, trips and falls, assessing risk and conducting thorough incident investigations.



Ergonomic Kaizen Team at Pitney Bowes Presort Services Rancho Dominguez Site



MoveSMART Training — Pitney Bowes Global Mailstream Solutions Customer Service Pilot

Recognition

In 2011, Pitney Bowes Chairman, President and CEO Murray D. Martin presented the first Chairman's Safety Excellence Award to a team from Pitney Bowes Management Services (PBMS) in Alberta, Canada. The award recognized PBMS Alberta's seven consecutive years without a single recordable work-related injury. This exceptional safety record reflects both increased employee engagement and participation in Alberta's Partnership in Injury Reduction program. In addition to fostering a safer workplace, improved job satisfaction and a better ability to respond to customer needs, the award also helps PBMS differentiate itself competitively as a company that cares about its employees.

In 2012, a second PBMS team won the award for its outstanding achievement in reducing recordable work-related injuries and associated costs by 100% between 2007 and 2011. Pitney Bowes vice president and commercial sector leader Pat Fogarty accepted the award from Mr. Martin on behalf of PBMS's 11-member Chevron Enterprise Account team.

Driver Safety

In 2011, we recognized more than 300 employees for their safe driving habits under the new Pitney Bowes Elite Driver Safety Awards Program, which tracks the performance of designated drivers and recognizes those who complete the year with no work-related incident involving injury, property damage or automobile liability while driving.

Performance

2011 showed minor gains in the total recordable injuries and normalized injury rates when compared to 2010. Work-related claims from U.S. operations were down from 2010 in both normalized rate of claims and cost of claims, resulting in a savings of \$1.3 million.



Phil Hammond and Murray Martin



Murray Martin and Pat Fogarty



Pitney Bowes Elite Driver Safety Awards Program website

Health and Wellness

We know that employees who take action to manage their health are happier, more engaged and more productive than those who do not. They also save money on health care, both for themselves and for our company. For these reasons and more, we encourage employees to take charge of their health through such simple steps as eating well, exercising, taking advantage of preventive care screenings, and working with care providers to manage health conditions that require it. We offer easy and affordable access to health care, and our wellness programs provide a range of options to help employees and their families adopt healthy lifestyles. The programs have repeatedly earned national recognition for excellence. For the last seven years, the National Business Group on Health has honored Pitney Bowes with its Best Employer for Healthy Lifestyles Award.

Our health care plans stress preventive care, management of chronic conditions and protection against the catastrophic costs of major illness. Wherever possible, we try to remove barriers that prevent employees from receiving care. We provide specialized resources such as maternity management and nurse hotlines for those enrolled in our medical plans, and free financial advice and employee assistance programs to all employees and their families.

Our wellness program spans the full range of physical, mental and financial health concerns, with a focus on education and awareness, changing behavior and improving access to care.

Education and Awareness

We do our best to make it easy to learn about healthy living. Each of our health plans sponsors a Healthy Rewards program which gives our employees and their spouses/partners the opportunity to understand their health risks and participate in programs to help them improve their health. In 2011, employees earned \$1.2 million in such rewards. In addition, *Project: Living* communications provide up-to-date guidance on a broad range of matters including health and wellness, financial planning and work/life balance — together with information on how best to take advantage of company benefits in these areas.



One in a Million Day

At our sixth annual One in a Million Day on May 16, 2012, more than 3,000 employees (many accompanied by family members) walked a total of 44,582,153 steps (almost 23,000 miles) at 67 events in the U.S., U.K., Portugal, India and Canada in observance of National Employee Health & Fitness Day. The group above is from Danbury, CT.

Project: Living

www.pbprojectliving.com/en/

Videos, recipes, employee forums and blog posts are just a sampling of the rich content available through our web-based Project: Living program, which reaches employees and families through home mailings, employee emails and calendars. Project: Living offers practical tips to help employees take advantage of company programs and benefits to make healthy lifestyle decisions, become better health care consumers and learn how to balance work and life.

Changing Behavior

We know that small changes in health habits can yield great results in overall health, and we offer a wide range of programs to help employees learn how to make those changes. In 2011, more than 1,300 employees participated in *Change One*, our 12-week weight management program, with 556 completing the program. Other benefits include a tobacco cessation program, free financial planning for all employees, and discounts on products and services such as Weight Watchers®, gym memberships and more. We recognize that changing behavior is easier when those around you are doing the same — that's why we make many programs available to family members as well. Meanwhile, we continue to invest in workplace enhancements that support healthier lifestyles, such as last year's introduction of walk stations (workstations integrated with treadmills) for call-center employees.

Improving Access to Care

Our six onsite medical clinics in the U.S. provide free access to roughly 20% of our employees, making it easier for them to maintain primary health care. Since 2002, the clinics have maintained the highest-level accreditation from the Accreditation Association for Ambulatory Health Care. The clinics developed a quality study on "Hypertension In The Workplace: Strategies to Increase Adherence to National Guidelines" that was recognized nationally at the American Association of Occupational Health Nurses conference and regionally at the New England Association of Occupational Health Nurses. In 2011, our clinics recorded more than 36,000 patient visits. More than 2,000 employees took advantage of screening programs on breast cancer, skin cancer, osteoporosis, vision, hearing, cholesterol, diabetes, blood pressure, blood glucose and BMI (Body Mass Index). We also offered Lunch-and-Learn programs on topics ranging from weight management and sleep disorders to elder-care support. 500 employees participated in these programs.

In addition, all employees have access to the Dossia Personal Health Record, an electronic platform that enables employees and their families to collect, maintain and track a variety of personal health information in a single secure, comprehensive resource. Pitney Bowes was a founding member of the consortium that created Dossia and was among the first companies to make it available to all employees.

Work Life Balance

We encourage flexible working arrangements to help employees manage the demands of work and home. Our SitterCity benefit helps U.S. employees locate caregivers, whether for a child, aging adult, pet or house. We also provide tools to help employees develop flexible working proposals that meet both our needs and theirs. Flexible options may include telecommuting, compressed work weeks, part-time assignments, and variable work schedules. For more information on our Agile Work program, see the "Engagement" section of this document.

Richard Simmons Day in Cedar Rapids, Iowa

Paths to health and wellness are as varied as our employees' ingenuity can make them. For this group at a Presort Services center, every day was different during a week-long exercise in healthy choices. Recess Day encouraged people to bring out their "inner child" through fun and games; Richard Simmons Day promoted dance and movement; Julia Child Day featured a guest preparing healthy snacks; and Yoda Does Yoga Day promoted low impact and flexibility.



Transition2Work program benefits employees recovering from injury and nearby nonprofits

Pitney Bowes employees recovering from job-related injuries have a program for light-duty assignments to speed the transition back to their regular jobs. Operated by a partner organization, Transition2Work enables workers to receive their full Pitney Bowes paycheck while performing light-duty functions for approved nonprofits. Begun in 2011, the program has already placed employees in organizations ranging from local museums to Habitat for Humanity.

Performance 2011

Diversity and Inclusion (United States only)

Percent of workforce: minorities 44 percent, women 43 percent

Percent of Board of Directors: minorities 25 percent, women 25 percent

Health and Wellness

Pitney Bowes onsite medical clinic visits: 36,857

More than 4,000 free flu shots given to employees and family members through onsite and coupon programs.

Company returned \$1.2 million to employees participating in the Healthy Rewards program to help offset employee health costs.

Safety

(Global data unless stated)	2008	2009	2010	2011
Incident rate: Total recordable cases/100 Employees/Year	2.23	1.75	1.82	1.80
Days Away and Restricted Cases/100 Employees/Year	1.76	1.21	1.64	1.56
Lost Workday Cases/100 Employees/Year	.76	.75	.76	.79
Ergonomic Injury Cases/100 Employees/Year (U.S. only)	2.14	1.86	1.91	2.00
Work-Related Fatalities/Year	0	0	0	0

Awards and Recognition



National Business Group on Health

2012 Award for Innovation in Reducing Health Care Disparities

Mary Bradley, director of health care planning at Pitney Bowes (center) and Dr. Jaime Gonzalez Ph.D, national director of business development at Latino Health Solutions, Inc., at United Healthcare (right), receive the award from Helen Darling, President and CEO of the National Business Group on Health (left). The award honors Pitney Bowes's partnership with Latino Health Solutions left to engage Spanish-preference employees in improving their health through targeted bilingual Web sites, kiosks and training sessions as well as the hiring of 60 bilingual customer care professionals.

Best Employer for Healthy Lifestyles Award

