

Our People

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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 pursue a healthy lifestyle.

Engagement and development

Highly engaged employees are crucial to our company's success, and increasing employee engagement is a top priority. We seek to engage employees through challenging work assignments, career development opportunities and programs that promote personal and professional growth.

Diversity and Inclusion

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.

Safety

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

Health and Wellness

We know that healthier employees are more productive and reduce our healthcare costs. We offer easy and affordable access to healthcare, and we provide a range of attractive programs to encourage employees and their families to adopt healthy lifestyles.

Performance 2008

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. Our Chairman and CEO, Murray Martin, has made the building of an engaged workforce one of the company's top five priorities.

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.

One key online channel for these initiatives 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 particular groups of employees. Other online channels include social networking and forums for employees to share their thoughts and experiences.

The Pitney Bowes **annual global employee survey** is available in 18 languages and is confidential. The survey explores overall engagement, action planning and manager effectiveness and focuses on development, recognition, future vision and communication. In addition to multiple-choice questions, it provides employees with an opportunity for more detailed feedback via confidential written comments. The response rate is typically between 80 and 85 percent.

We use information from surveys to develop new tools and create action plans to address issues raised. Innovations driven by survey results include weekly global communications from senior leaders, process improvements related to performance management and succession planning, and numerous training programs.

We recognize managers and teams that demonstrate high engagement by showcasing their practice in our internal magazine, at group meetings, and by asking them to lead engagement and communication training.

Case Study

Employee survey results indicated that employees wanted more information on how their work connected with overall company goals. In response, we began requiring that all action plans include steps to show the connection. We also changed the performance management process to include company goals at every level, and we focused on this issue in new management communications. Between 2006 and 2008, favorable responses to the item "I can see a clear link between my work and the goals of Pitney Bowes" increased by 19 percent.

Development

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

Our company values are at the heart of our learning and development philosophy. We have identified fundamental behaviors for our employees based on our values. We also have a leadership capability model that defines expected leadership actions for our managers and senior staff.

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 and online resources. 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, such as early-in-career high performers and diversity talent.

Work/life balance

We encourage flexible working arrangements to help employees manage the demands of work and home. We 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.

Case Study

In 2008, we launched “License to Lead,” a three-day foundational leadership training workshop developed by American Management Association® specifically for new Pitney Bowes managers. The workshop provides tactical skills and a framework for attracting talent, managing through others to accomplish goals, and developing employees to foster high engagement and retention.

Case Study

Early in 2009, we launched a new executive education program, developed in conjunction with the Darden School of Business in Virginia. Program participants learn from world-class faculty, interact with company executives, and develop lasting relationships with Pitney Bowes colleagues from around the world.

Case Study

Based on employee input, our Customer Care team implemented a Home Agent pilot program in 2008 to increase flexibility for employees at U.S. customer care locations. The Home Agents continue to meet or exceed expected metrics while having a more satisfying work experience.

Diversity and Inclusion

Our commitment to diversity and inclusion dates back to a time long before it was required, popular or politically correct. In 1942, our then-Chairman Walter H. Wheeler boycotted a hotel when it refused to register an African-American Pitney Bowes salesman for a recognition event. The chairman became a role model for racial inclusion. Since then, the company has been recognized consistently for its strong commitment to a diverse workforce and culture of inclusion.

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

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.

Case Study

In 2008 we held a company-wide Women's Leadership Conference to empower, inspire and recognize women throughout Pitney Bowes as architects of change and key contributors to our success.

Diversity and Inclusion Council

Pitney Bowes established the International Diversity and Inclusion Council in 2007 to build awareness about diversity in the many countries where we operate. Since then, the Council has:

- Reviewed diversity practices in other leading companies to identify potential ways in which we can improve
- Started a “speed networking” program and hosted events to broaden employees’ networking opportunities
- Reviewed workplace flexibility practices to identify the needs across countries
- Developed diversity training programs in France and the United Kingdom, to be rolled out to more countries in 2009
- Created communications on the theme, “PB lets me be me”
- Launched a Diamond Awards program to recognize international employees for leadership in diversity and inclusion. This year there were five winners from France and the U.K., out of 62 nominees across numerous countries.

External recognition

- Our approach has won us external recognition, including in the US:
- *Black Enterprise*, Top 40 Best Companies for Diversity (2008, 2007, 2006, 2005)
- *Hispanic Enterprise*, Top 50 Corporations for Supplier Diversity (2008)
- *DiversityMBA Magazine*, Top 50 Companies for Diverse Managers to Work (2008)
- *Diversity/Careers in Engineering & IT*, Best Diversity Company (2008).

Case Study

In 2007 a Pitney Bowes team in the United Kingdom won the “Employer of the Year” award from the organization Tomorrow’s People. Tomorrow’s People is a UK charity with a 20-year record of helping people emerge from unemployment, homelessness and dependence into jobs and self-sufficiency. Supported by our client, Citigroup, the team worked with numerous charities and succeeded in placing as much as 30% of current staff from these organizations’ referrals.

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, and we hold all employees accountable to drive toward a goal of zero workplace injuries.

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 2008, we tailored our safety programs to address the most frequent work place injuries, sprains and strains caused by manual material handling, repetitive work tasks or awkward postures and positions. A special emphasis is being driven through our “Every BODY Can Do It” safety campaign. We are expanding ergonomic training and assessments and driving improvement with Safety Tiger Teams.

Case Study

At the Pitney Bowes Government Services facility in Plainfield, Indiana, employees have developed a comprehensive approach to safety. On a daily basis, employees walk through a visual “Safety Highway” on their way in and out of their facility, reminding them to work safely. Training and communication efforts were expanded, job tasks assessed and modifications made to reduce the potential for injury. The results have been outstanding with a seven-fold improvement in the facility’s injury rate.

Health and Wellness

We know that healthier employees are more productive and reduce our healthcare costs as well as their own. We offer easy and affordable access to healthcare, and our HealthCare University program provides a range of options to encourage employees and their families to adopt healthy lifestyles.

Our healthcare 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, nurse hotlines, free financial advice and a strong assistance program for all employees.

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. Our 'Learn and Earn' program offers short courses on topics such as weight management and stress management. Participating employees are rewarded for their efforts by earning cash and winning prizes.

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 make those changes. Examples include a 12-week weight management course, a tobacco cessation program and discounts at Weight Watchers and local gyms. We recognize that changing behavior is easier when those around you are doing the same—that's why we offer many programs to family members as well.

Improving access to care

We have eight on-site medical clinics in the U.S. providing free access to roughly 20% of our employees, making it easier for them to maintain primary health care. The onsite clinics have maintained the high-level accreditation from the *Accreditation Association for Ambulatory Health Care*. Additionally, for the last four years, our medical and wellness programs have earned the highest Platinum Level as a Best Employer for Health Lifestyles Award from the *National Business Group on Health*.

Case Study

Fit 'n' Fun is a six-week family health and fitness program we began in 2007. The program guides employees and their families through a variety of fitness activities as well as lessons in healthy cooking. In 2008 enrollment in the program nearly doubled, from 188 families to 336. We surveyed participants at the beginning and end of the program. At the beginning, 42 percent said they were exercising regularly; by the end, the figure was 59 percent. Overall, 94 percent said Fit 'n' Fun improved their family's health habits.

Performance 2008

Diversity & inclusion (United States only)

2008

% of workforce: minorities 42%, women 43%

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

Safety (Global data unless stated)

	2007	2008
Incident rate: Total Recordable Cases/100 Employees/Year	2.54	2.23
Days Away and Restricted Cases/100 Employees/Year	2.04	1.76
Lost Workday Cases/100 Employees/Year	0.99	0.76
Ergonomic Injury cases/100 employees/year (U.S. only)	2.16	2.14
Work-Related Fatalities/Year	1	0



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