Our team is stronger and our decisions better when we have people with different backgrounds, different experiences and different points of view. ... Our commitment to diversity, inclusion and open markets is the right thing to do, imperative for our business and core to who Pitney Bowes has been for almost 100 years.

Pitney Bowes is almost 100 years old. For more than 70 of those years we’ve sought to deliver our best to stakeholders by creating a diverse and inclusive culture -- one in which all Pitney Bowes employees have the opportunity to be respected, have their voices heard, grow their skills and engage in meaningful work that contributes to our success. We believe diversity and inclusion is a competitive differentiator that helps us win by:

- Understanding market and cultural differences to serve our clients better;
- Respecting the contributions of each other in order to work together better;
- Strengthening our ability to win with the best talent; and
- Leveraging our diversity to fuel enhanced decision-making and a steady stream of innovation.

Our shorthand for our diversity and inclusion strategic priorities is RISE -- Recruit, Include, Support and Engage diverse talent. We believe that by focusing on these four areas we will rise to the top in our markets, in our client’s minds and as an employer of choice.

Recruit
We seek to source and attract the best talent in our markets worldwide. We understand that the right mix of talent to execute our strategies and deliver value is a combination of internal promotions and reassignments and the recruitment of the best externally. Almost 90 percent of our slates for management were diverse last year, with over 47 percent of our hires being female and 26 percent in the U.S. minorities.

Include
A culture of belonging helps you get the most return from the diverse talent within the workplace. It is about using the skills, voices and experiences of all employees to deliver our best to stakeholders. Our inclusion networks are open to all employees, and they are designed to promote understanding of our business strategy, professional development, enhanced visibility and
networking. Our global webinars for our PB Women’s Inclusion Network for example average 90+ percent top box scores for overall value to the participants. Pitney Bowes was recently named in Forbes’ inaugural 2018 America’s Best Employers for Women.

Support
We support a variety of activities to enable each employee to be his or her best so that our company can deliver its best. There are a range of experiential learning, professional development and mentoring programs that our employees can take advantage of. Programs like our global Early in Career (EIC) initiative, for example, develop our next generation of leaders through an almost two-year intensive process of workshops, mentoring and action learning projects to design solutions for current business opportunities or challenges. Our EIC graduates have a significant increase in retention and expansion of responsibility or promotions compared to generational peers who have not been in the program.

Support
An engaged workforce is more productive, empowered and invested in the company’s success. We partner with Willis Towers Watson, which has a database of thousands of companies, to measure employee engagement. We have record levels of participation in our annual engagement research of 87 percent, which is equal to global high-performing organizations in the database, despite the rigors of transformation. Our diversity and inclusion scores of 84 percent are above global high-performing organizations in the database.

Lessons in Leadership
For us diversity and inclusion is an ongoing journey of continuous improvement. Though we don’t claim to have all the answers, we have learned some lessons along the way:

- Leaders must be role models.
- Alignment with business strategy, culture and values is essential.
- Diversity and inclusion should be embedded into all aspects of talent management.
- There must be a sustained focus on diversity and inclusion as part of your ongoing business narrative.

The legacy of leadership in inclusion has continued with each of our CEOs since then including diversifying the Board of Directors, focusing on hiring more women and minorities, and developing employee resources groups in the 1980s; dispersing responsibility for diversity and inclusion to business units in the 1990s; providing leadership in external diversity advocacy groups in the 2000s; and currently promoting the development and advancement of women in the workplace and on boards by engaging in Catalyst on the Catalyst Board of Directors, Women on Boards and Champions of Change initiative.

Pitney Bowes is a 1994 winner of the Catalyst Award for our inclusive practices toward women, who now represent 38 percent of our global workforce, 42 percent of our U.S. workforce, 26 percent of our executives, 27 percent of the Senior Management Team...
and 38 percent of our Board of Directors. Currently 30 percent of our annual revenue comes from businesses led by women. Our sustained focus on supporting the progress of women gives us first-hand knowledge of what happens when women are given an opportunity to make a difference in our business.

One of the natural outgrowths of this understanding is Project Limitless, which we designed to help us hire and keep top tech and engineering talent in one of the most competitive employee marketplaces in the world — India. When tasked with growing a greenfield innovation and engineering operation in India, we intentionally focused on recruiting women, knowing they were a historically untapped segment of the Indian population.

Since 2007, Pitney Bowes India has grown from zero to more than 600 employees, been named one of the best companies to work for by the Great Place to Work Institute® for seven of the last 10 years and seen a 100 percent return-to-work rate post-maternity leave. Additionally, as of 2016, the operation has increased the representation of women in leadership positions to 38 percent, decreased voluntary female attrition from 23 percent to 0 percent at the leadership level and decreased overall female attrition from 31 percent (in 2013) to 11 percent (below the industry average of 15-20 percent).

The initiative covers nearly every aspect of women’s work-and-life cycles — from engaging college-age female engineering students through coding competitions to nurturing women start-up founders, creating safe-spaces and mentoring circles where women employees can speak openly, offering sensitivity training for male colleagues, and providing unprecedented expectant mother benefits and parental leave policies such as six months of paid maternity leave.

We are proud of our long history of intentional diversity and inclusion, and we are counting on the power of diversity and inclusion to help us create an even better future.

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