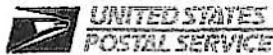


LOUIS DEJOY  
PRESIDENT GENERAL, CEO



August 18, 2023

OFFICERS  
PCES MANAGERS

SUBJECT: Transforming the Employee Experience

As we move into year three of our Delivering for America (DFA) plan, we remain focused on achieving our objective of operating as a high-performing, self-sustaining organization. We are making progress and some notable accomplishments include improved service performance, securing enactment of the Postal Service Reform Act, and decreasing our projected losses from \$160 billion to \$70 billion over a ten-year period.

Our strategies take a deliberate and methodological approach to implementing transformational change that will enable the Postal Service to thrive and remain vibrant for decades. Improving our employees' experience and providing a stable and empowered workforce remain at the forefront of our DFA plan. Our bond with our employees has never been more important than it is today. That bond is represented by the collective bargaining agreements we have negotiated with our unions. As we continue our transformation to meet the needs of a dynamic and changing business environment, we will, by necessity, continue to adapt to more change. There is one aspect of our transformation that cannot change and that is our adherence to the provisions of our labor agreements. By doing so, we pave the road for a successful transformation by living up to our negotiated commitments as these represent our pledge of fairness to our employees.

It is our collective responsibility to build a stable and empowered workforce that will transform our employees' experience. Respecting and abiding by the provisions of our collective bargaining agreements will help us achieve that objective.



Louis DeJoy