

Corporate Responsibility Report 2012

# TAKING ON RESPONSIBILITY TOGETHER.



Deutsche Post DHL

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# TAKING ON RESPONSIBILITY TOGETHER.



**P. 8**

**The man who keeps things moving.**

**VIKTOR HARTMANN,**  
Parcel Center Supervisor, Neuwied

**P. 23**

**Two women calling the shots.**

**ELAINA AND MICHELLE WU,**  
Warehouse Managers,  
Shanghai



**P. 36**

**In the bellies of giant birds.**

**TORSTEN WERNER,**  
Ramp Agent, Munich Hub



**P. 55**

**The climate-friendly courier.**

**DARREN VARGAS,**  
Express Courier, New York City





# ABOUT US

## Deutsche Post DHL

Deutsche Post 



Deutsche Post DHL is the world's leading mail and logistics services group. The Deutsche Post and DHL corporate brands represent a one-of-a-kind portfolio of logistics (DHL) and communications (Deutsche Post) services. The Group provides its customers with both easy-to-use standardized products as well as innovative and tailored solutions ranging from dialogue marketing to industrial supply chains. About 475,000 employees in more than 220 countries and territories form a global network focused on service, quality and sustainability. With programs in the areas of environmental protection, disaster management and education, the Group is committed to social responsibility.

The postal service for Germany. The logistics company for the world.

Around **4,900**  
junior employees

**473,626**  
people are employed  
by the Group

**18.5%**  
of executive positions  
worldwide filled by women

**Generations Pact**

**2.4 billion**  
climate-neutral shipments

**100**  
aircraft compliant with the  
strictest noise standard

**8,500**  
climate-friendly vehicles

### Key

 Content

 Internal link

 External link

 Video link

 Reviewed by PwC

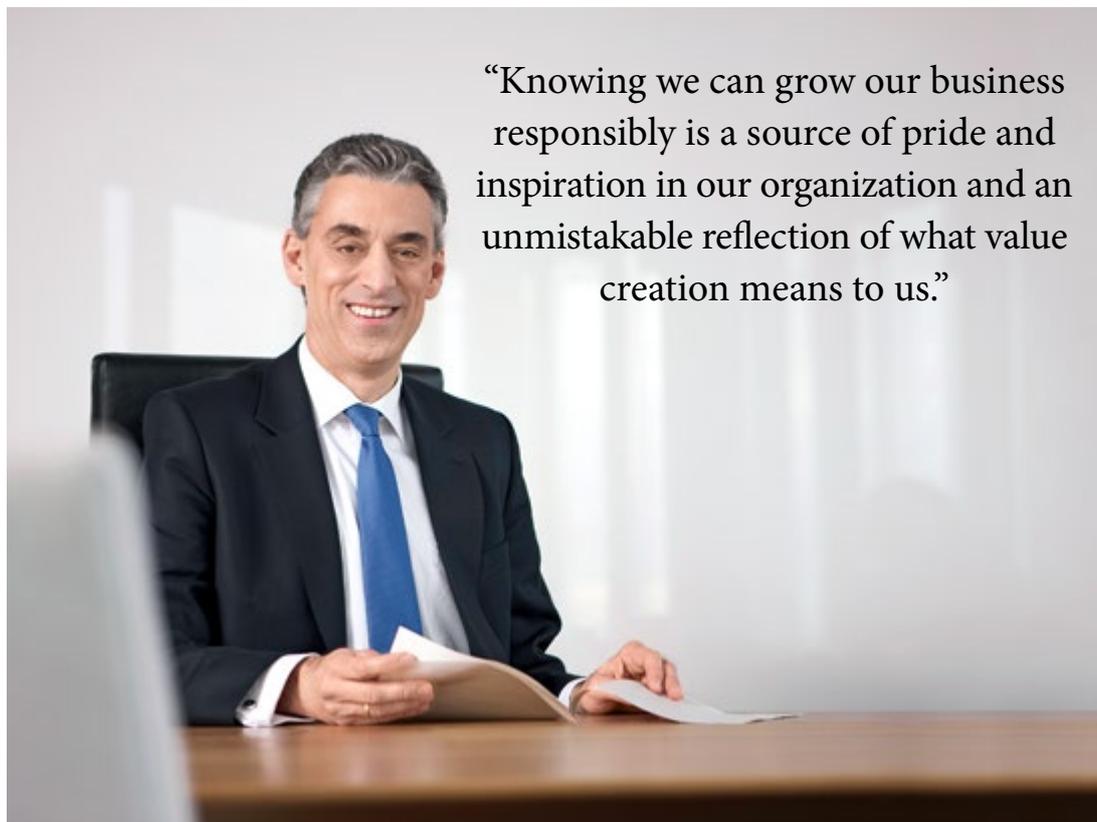


# ABOUT THIS REPORT

<b>Reporting period</b>	January 1 – December 31, 2012	
<b>Reporting cycle</b>	Annual	
<b>Date of publication</b>	April 30, 2013	
<b>Document formats</b>	PDF versions are available in German, English and Spanish. Printed versions are available in German and English and can be ordered through our <a href="http://www.dp-dhl.com/order-reports">website</a> .	<a href="http://www.dp-dhl.com/order-reports">www.dp-dhl.com/order-reports</a>
<b>Data measurement techniques, bases of calculations</b>	<ul style="list-style-type: none"> <li>• Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations, are accounted for at the appropriate sections herein.</li> <li>• Changes within this parameter over the previous year are duly noted and the effects explained. Adjustments to prior-year figures are marked accordingly.</li> </ul>	
<b>Report scope and boundary</b>	<ul style="list-style-type: none"> <li>• The information in this report applies to the consolidated group in 2012 as described in <a href="#">Note 2</a> of the consolidated financial statements.</li> <li>• A complete list of the Group's <a href="#">shareholdings</a> can be found in the Investors section of our website.</li> <li>• Finance figures contained in this report reflect those found in the Annual Report 2012.</li> </ul>	AR 2012, Note 2 <a href="http://www.dp-dhl.com/ar2012-shareholdings">www.dp-dhl.com/ar2012-shareholdings</a>
<b>Report content</b>	The content of this report is based on Global Reporting Initiative (Version 3.0) requirements, external ratings and rankings, and the results from our stakeholder dialogue.	
<b>Explanation of terms used</b>	We use the term "employees" to refer to our workforce. Unless otherwise noted, "headcount" is used to refer to our employees in quantitative terms.	
<b>Abbreviations</b>	References to our Annual Report 2012 are abbreviated "AR 2012"; the Corporate Responsibility Report 2011 appears here as "CRR 2011".	
<b>Independent third-party assurance</b>	This report was reviewed by the audit firm PricewaterhouseCoopers (PwC). The  icon is used throughout the report to indicate information and data reviewed by PwC. Information regarding the scope and outcome of the audit can be found in the <a href="#">Assurance Report</a> at the end of the report.	Page 81
<b>UN Global Compact and the Global Reporting Initiative (GRI)</b>	<ul style="list-style-type: none"> <li>• The report also serves as our Advanced Level Communication on Progress (COP) for the UN Global Compact.</li> <li>• Upon careful assessment against the GRI criteria (Version 3.0), we declare our report as fulfilling the requirements of the GRI application level "B+", as we are not yet able to provide <a href="#">statements</a> on all key indicators. Credibility and transparency are of the utmost importance in our reporting. For this reason, instead of masking shortcomings, we address them.</li> </ul>	Page 84
<b>Previous reporting</b>	<ul style="list-style-type: none"> <li>• The Group has been reporting on sustainability and corporate responsibility since 2004. All of these reports can be found on our <a href="#">website</a>.</li> </ul>	<a href="http://www.dp-dhl.com/cr-downloads">www.dp-dhl.com/cr-downloads</a>
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## LETTER TO OUR STAKEHOLDERS



*Dear Stakeholder,*

Corporate responsibility is not about being satisfied with having accomplished a few good works. Our globalized world and its interconnected challenges require businesses like Deutsche Post DHL to fundamentally rethink their approach to value creation.

Is our economic success enabling social progress? Are we considering the environmental impact of our operations? Are we making decisions in the long-term interest of our customers and employees?

At Deutsche Post DHL, these considerations have shaped Strategy 2015, our corporate roadmap to becoming a provider, employer and investment of choice. We recognize that we will only reach these aims by embracing the multifaceted role we play in society as one of the world's largest employers.

At the heart of Strategy 2015, therefore, is the aim to improve lives in a way that leverages our global presence and expertise for the benefit of many.



„Living Responsibility“ is our framework for corporate responsibility and an integral part of Strategy 2015. It focuses on three key areas: environmental protection (GoGreen), disaster management (GoHelp) and education (GoTeach). In cooperation with our approximately 475,000 employees and governmental and non-governmental organizations around the world, we carried out a wide range of “Go” activities in 2012 – all of which you can read about in this report.

Our membership in the UN Global Compact and our continuous support of its ten principles are reflected in our Code of Conduct and other guiding documents for the Group. In 2012, we reevaluated our Code of Conduct following a fruitful dialogue with our internal and external stakeholders. It now explicitly addresses our respect for human rights and our rejection of any form of child and forced labor.

Each year, we think about ways to increase the impact of our Living Responsibility activities. Our engagement in Green Freight Europe, an initiative to encourage green procurement of transportation services, is a good example of something we did in 2012. This promising new initiative will help us and our customers better manage scope 3 emissions and thereby improve our carbon efficiency.

I am proud of what Deutsche Post DHL has contributed this year to the communities in which we operate. And I am equally proud that these activities occurred in a year of financial success for our company. Knowing we can grow our business responsibly is a source of pride and inspiration in our organization and an unmistakable reflection of what value creation means to us.

Yours sincerely,

Frank Appel

## Dr. Frank Appel

Born in 1961

Member of the Board of Management since November 2002

CEO since February 2008, appointed until October 2017

### Board Department

Board Services

Corporate First Choice

Corporate Legal

Customer Solutions & Innovations

Corporate Office

Corporate Development

Corporate Heritage & Industry Associations

Corporate Communications & Responsibility

Corporate Public Policy & Regulation Management



## THE MAN WHO KEEPS THINGS MOVING.

Every day 280,000 items pass through the Neuwied parcel center. Shift supervisor Viktor Hartmann makes sure there are no interruptions to the steady flow of parcels. ▶



Technical difficulties at one of the conveyor belts: Hartmann jumps on his bike to lend a hand.



A quick chat among colleagues: The team in Neuwied represents 25 different nationalities.

It's 3:23 PM. The bright red and yellow DHL truck slowly backs up to loading dock 505. The hatch to the cargo hold is opened and a conveyor belt is pushed inside the densely packed truck, where parcels are piled to the roof. Supervisor Viktor Hartmann sees right away that his team will need a few extra trays for the conveyor belt, so that the smaller parcels and envelopes don't cause any problems as they move through the labyrinth of sorting technology. Hartmann disappears and returns quickly with a pile of them under his arm – and the first parcels are sent off on their journey.

Hartmann, who is 56, has worked at the parcel center in Neuwied for the last 18 years. He and his wife Olga, who works nearby in Koblenz at a branch of the MAIL division, came to the Rhine-side city from their native Siberia in the early 1990s. Hartmann's first job in Neuwied was loading parcels. Thanks to his work ethic and good performance, he rose quickly through the ranks. Since 2009, he carries the title Supervisor ("Aufsicht") on his work vest. His job is to ensure that the seemingly endless stream of parcels flows through the sorting hall without interruption. "On my shift, I am the one responsible for

making sure everything runs smoothly and that nothing gets left behind," he says with a touch of pride.

On the way back to his small office he meets up with Daouda Ouro-Djeri, a colleague from Togo, who was recently promoted from loader to team leader. The two exchange a few words before they are interrupted by Hartmann's radio. A colleague needs help at the other end of the hall. There's a problem with the oversize conveyor belt used for items such as TVs and furniture. Hartmann jumps on his yellow service bike and hurries across the huge hall.

#### **New technology delivers 40% more production capacity**

280,000 parcels and oversized items pass through the Neuwied parcel center on a normal day. "At high season around Christmas time, that number goes up to over 470,000," says Michael Genheimer, 49, who has been with Deutsche Post since 1989 and today runs the parcel center. As soon as items arrive at the Neuwied facility by truck, they get sorted, reloaded and sent off again. First built in 1995, the Neuwied facility recently benefited from a technology upgrade, boosting its



Up to 28,000 parcels per hour:  
Hartmann ensures a steady flow.

## Parcel Germany

**34,000**  
employees

**33**  
parcel centers

**3**  
million parcels per workday

processing capacity from 20,000 up to 28,000 items per hour – an increase of 40%. Every day, around 250 fully loaded trucks arrive at the facility. Thanks to the good transportation infrastructure in the area, traffic backups are extremely rare. And since the parcel center is located in a purely industrial area, there is no risk of disturbing local residents. Deutsche Post outsources about three-quarters of the required transport capacity to third-party providers. “We give the forwarders here in the region good business,” says Genheimer.

The job market in and around Neuwied benefits as well. The parcel center employs 380 regular staff and 180 temporary workers. “We provide secure employment, union wages and good career development opportunities,” says Genheimer. Success stories like that of Viktor Hartmann are common, according to Genheimer, who says that temporary employees who perform well have a good chance of being offered permanent positions. Three months ago, Genheimer hired a 58-year-old who had been unemployed for four years. “He is highly motivated,” says Genheimer, “and his job performance is outstanding.”

### Ethnically diverse workforce

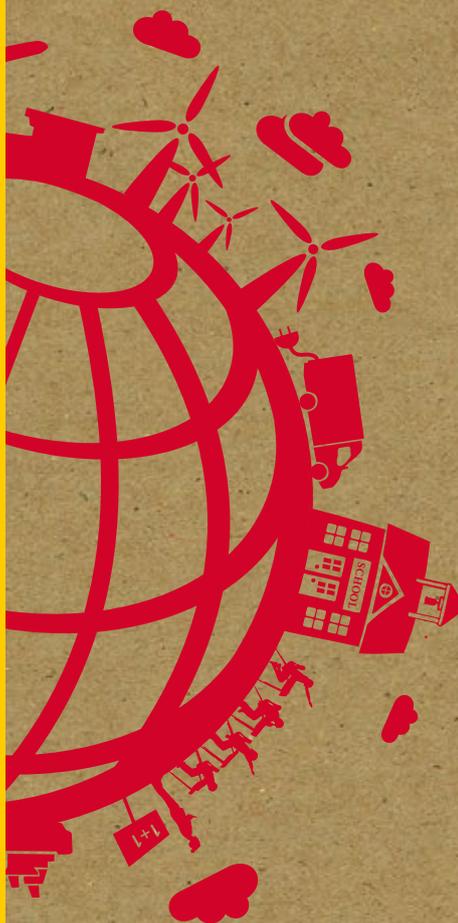
“We’re like a big melting pot,” says HR specialist Anne Eich. “The people working here in Neuwied come from 25 different countries around the world, so you really need to be sensitive to the many ethnicities and religions represented here.” Eich, who is 27, began her training at Deutsche Post in business administration and office communications, and then moved on to complete an integrated degree program (Duale Hochschule) at Deutsche Post with a focus on forwarding and logistics. “Women make up about a third of the workforce at the parcel center and over 80% of all employees have part-time positions.” The team in Neuwied also includes people with disabilities. “Whether it’s special health and prevention courses, or staff events and parties, Deutsche Post does a lot for its people,” says Eich.

It’s 4:28 PM. Rush hour begins. More and more parcels whizz along the conveyor belts. The rattling of tilt trays gets louder and louder. Viktor Hartmann is working at full capacity. Suddenly his radio barks out another request. He is needed again at one of the conveyor belts, where an encoder has malfunctioned. He’s back on his bike and off to make sure the parcels keep moving. ◀

# THE GROUP

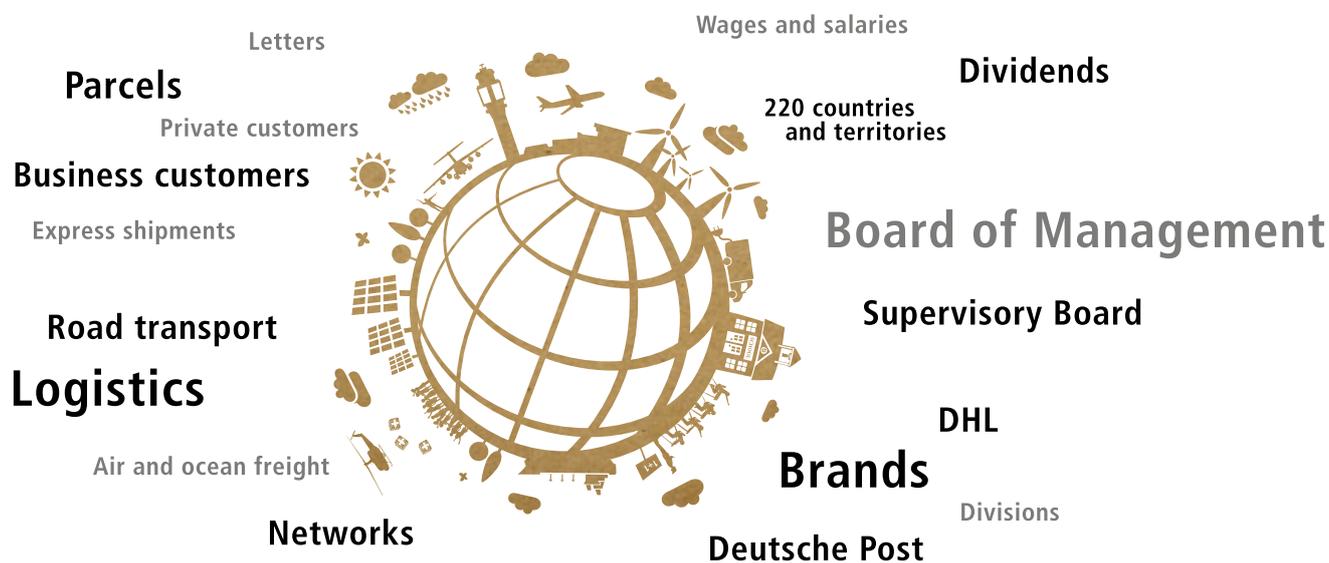
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This chapter was reviewed by PwC. ✓





# THE GROUP



## Business and organization ✓

### Our brands lead the way

Deutsche Post DHL is the world's leading mail and logistics services provider. The corporate brands Deutsche Post and DHL represent a one-of-a-kind portfolio of logistics (DHL) and communications (Deutsche Post) services.

Deutsche Post is Europe's largest postal company and the only provider of universal postal services in Germany. We deliver more than 64 million letters and transport more than three million parcels each and every workday in Germany alone. Our core market of Germany is not the only place in which we offer our services. We also transport mail and parcels internationally. We are also specialists in dialogue marketing, nationwide press distribution services and all electronic services associated with mail delivery.

DHL is an international express service provider, an air, ocean and overland freight forwarder, as well as a supply chain specialist, and offers our customers a wide range of integrated logistics solutions. With a network that spans the globe, we are amongst the leading providers in our business segments. We continuously improve our services in order to meet our customers' needs.

**64** million letters  
each workday

**3** million parcels  
each workday

### Operating divisions and the Corporate Center

The Group is organized into four operating divisions: MAIL, EXPRESS, GLOBAL FORWARDING, FREIGHT and SUPPLY CHAIN. Each division is under the control of its own divisional headquarters and is subdivided into business units or regions. Group management functions are centralized in the Corporate Center. We consolidate the internal services that support the entire Group, including Finance, IT, Legal and Procurement, in our Global Business Services (GBS) division. This allows us to make even more efficient use of our resources whilst reacting flexibly to the rapidly changing demands of our business and our customers.



Organizational structure of Deutsche Post DHL



**Corporate Responsibility steered centrally**

The Human Resources board department is responsible for all employee-related issues, data privacy and the dialogue with employee representatives. The Chief Executive Officer oversees activities in the areas of environmental protection, disaster management and education. The Chief Compliance Officer reports to the Chief Financial Officer, who also oversees the internal service areas (GBS functions). Representatives from these departments meet on a regular basis to confer on their work and align their activities.

During the last six months of 2012, the oversight of the Group's Corporate Responsibility activities was reallocated within the CEO department. This area now falls under the auspices of the Corporate Communications and Responsibility corporate department. Bundling our activities in this way allows us not only to intensify our dialogue with both our internal and external stakeholders but to continue developing our programs in greater alignment with our core business.

**HR department reorganized**

One of the goals of our Strategy 2015 is to become the Employer of Choice. This leads to priorities that we support with our now globally aligned HR organization. We will be developing a global HR management system and harmonize our HR work as part of our new "One HR" program, an effort which involves reorganizing the processes, responsibilities and structures within HR. Two new corporate departments were established in the third quarter of 2012: HR Performance & Programs and HR Development. These departments have been given the task of steering HR performance management as well as focusing on vital issues for the Group such as talent and career development. We will continue honing the organizational structure within Human Resources throughout the first six months of 2013. The new structure affords us greater efficiency in the implementation of Group-wide standards and processes while responding to the specific needs and requirements of the divisions.

**Chief Compliance Officer reports directly to the Chief Financial Officer**

At Deutsche Post DHL, the Chief Compliance Officer is responsible for the Compliance Management System and reports directly to the Chief Financial Officer. The Chief Compliance Officer is supported by the Global Compliance Office which establishes compliance management standards on a Group-wide basis and supports the corresponding activities of the divisions. Each of the four operating divisions has a Compliance Officer, who regularly presents a report to the divisional Board of Management member. These reports are incorporated into the Chief Compliance Officer's reports to the Board of Management and to the Finance and Audit Committee of the Supervisory Board.

➔ Pages 29–30



### Environmental management: Integrated at all levels of the Group

The GoGreen Sponsors Board presides over the implementation of the Group's environmental strategy, product development and the launch of Group-wide standards. The board is headed by the CEO and consists of executives from all divisions as well as representatives from corporate functions such as Controlling, HR and Fleet and Facilities Management. Quarterly Business Review Meetings are held during which the divisions report on business developments as well as progress made and measures taken in the area of environmental protection. Environmental protection issues are also discussed regularly at Board of Management meetings. In each division, and in the larger regions locally as well as at the country and site level, there are so-called GoGreen Teams that report directly to the business development units.

## Our management ✓

### The Group's dual management system

As a publicly listed company in Germany, Deutsche Post DHL has a dual management structure. The Board of Management, which is appointed, overseen and advised by the Supervisory Board, is responsible for the management of the company. The Board of Management and the Supervisory Board are in regular contact regarding strategic measures, planning, business development, risk exposure and risk management as well as company compliance.

### The Board of Management is responsible for the management of the company

With the consent of the Supervisory Board, the Board of Management has established rules of procedure that lay down objectives for structure, management and cooperation within the Board of Management. Within this framework, each board member manages their department independently and informs the rest of the Board on key developments at regular intervals. The Board of Management as a whole decides on matters of particular significance. In making their decisions, the members of the Board of Management may not pursue personal interests or exploit business opportunities due to the company for their own benefit. They are required to disclose any conflicts of interest to the Supervisory Board without delay. The Board of Management has seven members.

 [www.dp-dhl.com/  
board-of-management](http://www.dp-dhl.com/board-of-management)

### The Board of Management

Corporate Center		Divisions	
<b>Dr. Frank Appel</b> Chief Executive Officer <ul style="list-style-type: none"> <li>• Born 1961</li> <li>• Member since 2002</li> <li>• Appointed until October 2017</li> </ul>	<b>Lawrence Rosen</b> Finance and Global Business Services <ul style="list-style-type: none"> <li>• Born 1957</li> <li>• Member since 2009</li> <li>• Appointed until August 2017</li> </ul>	<b>Ken Allen</b> EXPRESS <ul style="list-style-type: none"> <li>• Born 1955</li> <li>• Member since 2009</li> <li>• Appointed until February 2017</li> </ul>	<b>Roger Crook</b> GLOBAL FORWARDING, FREIGHT <ul style="list-style-type: none"> <li>• Born 1957</li> <li>• Member since 2011</li> <li>• Appointed until March 2014</li> </ul>
<b>Angela Titzrath</b> Human Resources <ul style="list-style-type: none"> <li>• Born 1966</li> <li>• Member since 2012</li> <li>• Appointed until April 2015</li> </ul>	Former member of the Board of Management: Walter Scheurle Human Resources <ul style="list-style-type: none"> <li>• Member until April 30, 2012</li> </ul>	<b>Bruce Edwards</b> SUPPLY CHAIN <ul style="list-style-type: none"> <li>• Born 1955</li> <li>• Member since 2008</li> <li>• Appointed until March 2016</li> </ul>	<b>Jürgen Gerdes</b> MAIL <ul style="list-style-type: none"> <li>• Born 1964</li> <li>• Member since 2007</li> <li>• Appointed until June 2015</li> </ul>



The total remuneration paid to individual Board of Management members is determined by the Supervisory Board. The remuneration paid to the Board of Management is in line with standard market practice, appropriate to the tasks involved and designed to reward performance; it comprises fixed (non-performance-related) elements and variable (performance-related) elements, which include short, medium and long-term incentives. Furthermore, an employee-related target is agreed with all Board of Management members based on the annual employee opinion survey, as are additional targets. These targets as well as the remuneration paid to the Board of Management can be found in the Remuneration Report.

➔ AR 2012, pages 124–131

### Responsibility of the Supervisory Board

The Supervisory Board advises and oversees the Board of Management; it also appoints the members of the Board of Management. It has established rules of procedure that include the fundamental principles of its internal structure, a catalog of Board of Management transactions requiring its approval as well as rules for the Supervisory Board committees. The Supervisory Board meets twice every six months in a calendar year, with special meetings held whenever particular developments or measures need to be discussed or decided quickly. The Supervisory Board, with 20 members, in all, comprises 10 shareholder representatives and 10 employee representatives.

📄 [www.dp-dhl.com/supervisory-board](http://www.dp-dhl.com/supervisory-board)

📄 [www.dp-dhl.com](http://www.dp-dhl.com)

Pursuant to article 17 of the Articles of Association of Deutsche Post AG, the annual remuneration paid to the members of the Supervisory Board comprises a non-performance-related, i. e. fixed, component, a variable component geared towards sustainable corporate development and the attendance allowance. For further details on the Supervisory Board remuneration, please refer to the Remuneration Report.

➔ AR 2012, pages 131–134

## Economic impact ✓

In our Annual Report, we provide a detailed look at our Group's impact on global trade and the markets we serve, as well as our economic performance. The Annual Report also includes reporting on our corporate strategy and management structures. The following excerpts were selected to highlight the economic impact of Deutsche Post DHL and illustrate our commitment to social responsibility.

📄 <http://annualreport2012.dp-dhl.com/>

### Significant market positions

Our global network spanning more than 220 countries and territories affords us outstanding positioning in the individual markets.

#### Markets

Region	Market	Market position/-share
Global	Air freight 2011	No. 1
	Ocean freight 2011	No. 2
	Contract logistics 2011	No. 1
International express market	Europe 2011	No. 1
	Americas 2011	No. 3
	Asia Pacific 2011	No. 1
Germany	Mail communication for business customers 2012	No. 1
	Parcel market 2012	40.9 %



### Excellent earnings

In 2012 we were able to increase our consolidated revenue to €55.5 billion. This growth is due in large part to DHL's excellent market position in the world's growth regions. The strong positioning of the Group and its divisions has helped us attain an impressively improved consolidated EBIT of €2.67 billion. The consolidated net profit increased to €1.66 billion. The Group's financial results were presented and discussed in detail during the [Annual Earnings Press Conference](#) held on March 5, 2013.

[www.dp-dhl.com/webcast-financial-year-2012](http://www.dp-dhl.com/webcast-financial-year-2012)

### Wages and salaries increase

With around 475,000 employees, we are one of the world's largest employers. Staff costs increased in the reporting year to €17.8 billion. These costs relate mainly to wages, salaries and compensation, as well as all other benefits paid to employees of the Group for their services in the year under review. Social security contributions relate in particular to statutory social security contributions paid by employers. Retirement benefit expenses include contributions to defined performance- and contribution-based pension plans that we maintain in several countries.

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AR 2012, Note 13

Staff costs also include remuneration paid to both the Board of Management and Supervisory Board. In the reporting year, the total remuneration paid to the Board of Management amounted to €24.9 million (of which €4.6 million was paid to former members); total Supervisory Board remuneration amounted to €1.9 million. These figures do not include share-based remuneration. The remuneration paid to the Board of Management and the Supervisory Board represents a 0.2 % share of total staff costs.

AR 2012, pages 210 f.

### Staff costs and social security benefits

€ million	2011	2012
Wages	13,350	14,179
Social security contributions	2,022	2,094
Retirement benefit expenses	915	984
Expenses for other employee benefits	317	336
Expenses for severance packages	126	177
<b>Staff costs</b>	<b>16,730</b>	<b>17,770</b>

### Taxes

In the reporting year, the Group paid taxes as well as additional payments to federal, state and local authorities to help finance infrastructure maintenance and expansion. Please refer to our Annual Report for a detailed treatment of our tax expenses.

AR 2012, Note 18

### Capital expenditure at prior-year level

The Group's investment expenditure amounted to €1.7 billion in the reporting year, putting it at the same level as in the previous year. An overview of our investments by division and by region is provided in our Annual Report.

AR 2012, pages 44 ff.

### Increases in procurement expenditure

In the fiscal year, the Group centrally purchased goods and services having a total value of €9.5 billion (previous year: €9.1 billion). This is covered in greater detail in the following chapter.

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### Dividend payments at prior-year level

In the reporting year, we paid dividends to our shareholders in the amount of €846 million for the fiscal year 2011. At the Annual General Meeting on May 29, 2013, the Board of Management and Supervisory Board will again recommend a dividend of €0.70 per share, representing a dividend payment equal to that of the previous year.

[www.dp-dhl.com/agm](http://www.dp-dhl.com/agm)

## Strategy ✓

### Using our core competencies for the greater good

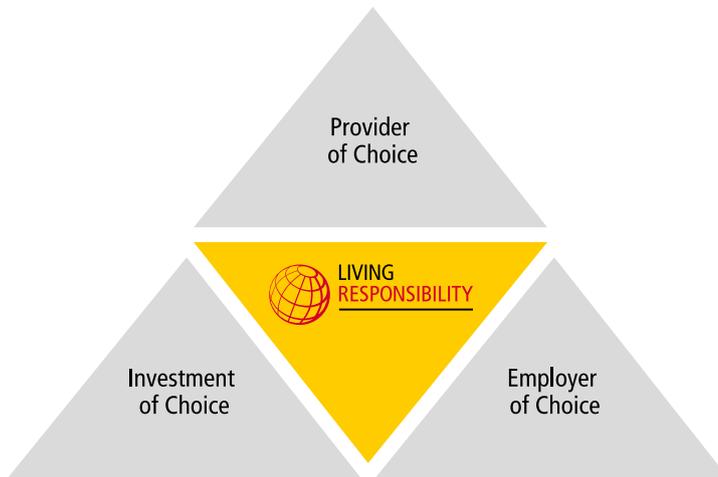
Whether it is customers, employees, investors, national governments, institutions or other segments of society, more and more stakeholders around the world are demanding that companies make a positive contribution to society and act responsibly in their ongoing pursuit of value creation and business growth. We willingly take on this responsibility and apply our core competencies, the know-how of our people as well as our global presence for the good of both society and the environment. For years now, corporate responsibility has been an integral component of our Corporate Strategy. The goals and priorities of our Strategy 2015 are covered in our [Annual Report 2012](#).

Our strategy for corporate responsibility embraces and supports the goals of Strategy 2015. In order to keep pace with changing requirements, we are continuously honing our CR activities in dialogue with our stakeholders.

 <http://annualreport2012.dp-dhl.com/>

#### Corporate strategy

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### Balancing economic and social interests

Our corporate responsibility activities are designed to make a positive contribution to the environment and society while providing a benefit to the Group. We concentrate our CR on environmental protection (GoGreen), disaster management (GoHelp) and education (GoTeach). We also support the volunteer work of our employees with our [Global Volunteer Day](#) and the [Living Responsibility Fund](#).

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Our success rests on the shoulders of our employees. Our guiding principle “Respect & Results” strengthens the collaboration among our employees and demonstrates our respect for human rights within our scope of influence.

Our Group-wide GoGreen program helps minimize the impact of our business operations on the environment. We donate our logistics expertise, our global network and the dedication of our employees to support the UN in its worldwide relief efforts through our Group-wide GoHelp program. And with GoTeach, we are helping to improve educational opportunity and the employability of young people around the world. We also support the volunteering efforts of our employees, which in turn benefit communities around the world.



Giving our employees the chance to get involved in community service and environmental protection as part of our CR programs boosts employee motivation and loyalty to our company. Our carbon efficiency measures help reduce the amount of fuel and energy we consume, which in turn reduces our costs. Our green products and services also open up new business opportunities and markets and increase our overall competitiveness.

## Stakeholder dialogue ✓

Customers, employees and investors are the Group's key stakeholders. We strive to maintain close contact with our stakeholders, making sure to keep them informed about our performance and initiatives in the area of corporate responsibility. Each stakeholder group has a different set of expectations with regard to our corporate responsibility. Understanding the interests and expectations of as many stakeholders as possible is therefore important to us. To this end, we engage with them on a continuous basis and, in the process, gain new insights and ideas that flow into shaping measures and strategic formulations and defining the thematic focus of our reports.

In addition to our existing dialogue formats, which include Corporate Responsibility Day and the online stakeholder survey, in the reporting year we released the futures study 2050, which we discussed with various stakeholders, re-launched the Responsibility section of our corporate website and extended the dialogue by way of a new newsletter and an expanded presence on social media channels. Our efforts were officially recognized in the third quarter of 2012, when we were awarded the top spot in the CSR website ranking, achieving 910 from a possible 1,000 points.

 [www.dp-dhl.com/responsibility](http://www.dp-dhl.com/responsibility)

 <https://www.facebook.com/LivingResponsibility>

 [www.csr-benchmark.de/?pk\\_campaign=csr-benchmark12&pk\\_kwd=netfed-websiteinfo](http://www.csr-benchmark.de/?pk_campaign=csr-benchmark12&pk_kwd=netfed-websiteinfo)

### Futures study "Delivering Tomorrow: Logistics 2050" released

In the reporting year we released our third-ever futures study and discussed the results in an open dialogue with representatives from the sciences and society. As a company that is committed to sustainability, we do not want to be taken unawares by developments. We want to shape our own future – not only for our own sake but that of our stakeholders. In today's globalized and increasingly volatile world, it is more important than ever to be prepared for the unexpected. This is true for all industries, not just in the logistics sector. With the futures study "Delivering Tomorrow: Logistics 2050", we take a far-reaching look into the future of trade, business and society. The study examines the potential state of the world in 2050 in five different scenarios. The study was released February 27, 2012 and discussed with experts both at the official presentation and on the internet.

 [www.dp-dhl.com/logistics2050](http://www.dp-dhl.com/logistics2050)

### Corporate Responsibility Day firmly established

Our second Corporate Responsibility Day was held May 3, 2012 at our corporate headquarters in Bonn, Germany. Our Corporate Responsibility Report 2011 was presented as part of this day-long event. In panel discussions and workshops, experts discussed the relevance, trends and challenges of sustainable business practices. The inaugural event in 2011 focused on energy-efficient business and equal opportunity. The 2012 event focused on the challenges posed by demographic change and also explored the future of capitalism. Joining Board of Management members Frank Appel and Angela Titzrath in the discussion were high-profile representatives from business, politics and the media.

 [www.dp-dhl.com/webcast-crday-2012](http://www.dp-dhl.com/webcast-crday-2012)

### Corporate Responsibility reorganized

Over the course of the reporting year, we carefully reviewed the results of our online stakeholder survey conducted in December 2011. The insights were then shared within the Group at various management levels. Initial results show that we are already addressing many of the high-relevance CR issues identified as such by our stakeholders. Opportunities were also identified for intensifying dialogue with our various stakeholder groups. In response, during the last six months of 2012 we reallocated the



oversight of these projects and topics within the CEO department, moving them from the corporate department for Corporate Public Policy and Responsibility to the corporate department for Corporate Communications and Responsibility. Bundling our activities in this way allows us to continue developing our programs in dialogue with our most important internal and external stakeholders and in greater alignment with our core business. We will present the next steps and measures in our next Corporate Responsibility Report.

## MEMBERSHIPS AND PARTNERSHIPS

Partnerships with and memberships in national and international organizations are of strategic importance for our company. The exchange that ensues from these alliances has a significant impact on the success of our efforts in the area of corporate responsibility. The fruits of these partnerships and memberships are presented in the chapters that follow. A complete list of our key memberships and partnerships can be found on our [website](#).

 [www.dp-dhl.com/responsibility](http://www.dp-dhl.com/responsibility)

## Indices and ratings ✓

International investors and analysts monitor and evaluate how sustainable a company business is. As a result of our commitment in the reporting year, we were again listed in FTSE4GOOD and in the Carbon Disclosure Leadership Index. Our activities were also rated by other agencies and independent institutions. oekom research Corporate Rating assessed us for the first time as a Prime Investment and we led the Transport & Logistics sector in the Newsweek Green Global 500 Ranking. The following table lists our sustainability index memberships as well as our most current ratings from rating agencies.

### Indices and ratings in the area of Corporate Responsibility 2012

Index	Scores and comments (if any)
Advanced Sustainable Performance Indices	
Carbon Disclosure Leadership Index	Points: 97 (out of 100)
DAXglobal® Sarasin Sustainability Germany Index 2011	Prime Standards
Ethibel Sustainability Index Europe	
FTSE4Good Europe Index; FTSE4Good Global Index	Absolute score: 3.5 (max. 5) Relative "supersector" score: 84 (max. 100)
MSCI World ESG; MSCI World ex-USA ESG; MSCI EAFE ESG Index; MSCI Europe ESG Index	Score: AA No companies were able to achieve the highest score of AAA; Deutsche Post AG was ranked in the top 3.



## Indices and ratings in the area of Corporate Responsibility 2012

Rating	Scores and comments
Climate Counts Company Scorecard 2011	Points: 78 (out of 100) The Group is listed as "striding" in the Consumer Shipping sector.
Newsweek Green Global 500 Ranking 2012	Ranked 48th out of 500. We ranked 1st in the Transport & Logistics sector.
oekom research Corporate Rating	Score: C+ ("prime")
Tomorrow's Value Rating 2011	Score: Baa

## Targets and results ✓

Due to the restructuring of Human Resources within the Group as well as the organizational changes in the area of Corporate Responsibility, it has become necessary to review our targets and where applicable, amend them to reflect these changes. It is our goal to set targets that are quantifiable, i.e. measurable, and realistic in terms of time frame. Our main targets in the areas of employees and environmental protection remain unchanged. Target time frames which exceed one year are presented in stages for greater transparency.

### Corporate Responsibility targets and results

	Targets	Due	Status	Comments
Strategy and stakeholder dialogue	Review the Corporate Responsibility strategy.	2012	●	See page 17 for results.
	Expand the dialogue with our stakeholders by deploying additional media.	2012	●	Expanded website and social media channels. See page 18.
	Derive a materiality analysis based on the stakeholder dialogue.	2013	new	
Group policies	Code of Conduct: Make revised edition available in 21 languages.	2013	new	
	Compliance management: Update training programs and materials; make these available Group-wide in 20 languages.	2013	new	

● fulfilled ● ongoing ○ not fulfilled



Corporate Responsibility targets and results

	Targets	Due	Status	Comments
<b>Employees</b>	<b>Minimize the impact of demographic changes.</b>	<b>2015</b>		
	Implementation of the Generations Pacts within Deutsche Post AG.	2012		13,000 employees already participating.
	Offer UPstairs scholarship program in at least 65 countries and grant 320 scholarships.	2012		See page 48 for more information on progress made.
	Expand Generations Pact to include civil servants.	2013	new	Initiate discussions with ministries.
	Recruit up to 40 interns and 30 trainees per year.	2013	new	
	Support 1,100 employee children in 112 countries with scholarships.	2013	new	
	<b>Diversity management</b>			
	Develop a Group-wide Diversity Policy.	2012		Policy has been formulated and is now being reviewed internally.
	Implement Diversity Policy across the Group.	2013	new	
	Roll-out Diversity and Gender Awareness trainings.	2013	new	
	<b>Health management</b>			
	Expand health promotion measures to minimize foreseeable health risks.	2012		
	<b>Occupational safety</b>			
	Support WHO's "Decade of Action" for greater road safety.	2012		See page 52 for more information on actions taken and progress made.
	Support road safety advocacy in Europe.	2012		See page 52 for more information on actions taken and progress made.
	Training for truck drivers in Germany in driving safety and safety technology.	2012		Our drivers received training and can now contribute to overall road safety.
	Raise road safety awareness among young people aged 17 to 25.	2012		New media were developed for this target audience in collaboration with the German Post and Telecommunications Insurance Fund and the Group's training department.
	<b>Employee development</b>			
	Idea Management: Install new software in Germany.	2012		Software roll-out in Germany. See page 50.
	Expand roll-out of Idea Management within the Group.	2012		Available today in 35 countries. See page 50.
	<b>HR services</b>			
	Provide automated HR services.	2015		
	Implementation of a global personnel data system.	2015		
Testing of various software solutions; countries identified for pilot projects.	2012			
Implementation of a HR Shared Service Center in the Netherlands.	2013	new		

fulfilled ongoing not fulfilled



Corporate Responsibility targets and results

	Targets	Due	Status	Comments
<b>Environmental protection (GoGreen)</b>	<b>Improve our carbon efficiency (including transportation subcontractors) by 30 % as compared to 2007</b>	2020		We increased efficiency by 16 % in the reporting year.
	10 % efficiency improvement for our own emissions by 2012.	2012		
	Achieve transparency with regard to carbon reduction goals and carbon efficiency of our road transportation subcontractors.	2015		We are a founding member of the Green Freight Europe Initiative, which was launched in March 2012 with the goal of increasing the transparency of subcontractors.
	Subgoal of the Green Freight Europe Initiative is the creation of a data collection platform.	2012		We have used the Green Freight Europe platform for data exchange since the beginning of 2013 (along with several of our partners).
	Implementation of carbon accounting processes and IT systems and reporting on our scope 3 emissions for all modes of transport.	2012		Implementation will be complete in 2013, but all necessary preparations and tests have already been completed.
	Replace at least 15 % of remaining air fleet (reference year 2009) with more efficient models.	2015		13 out of 18 acquired aircraft (Airbus A300-600) have already been deployed.
	Increase percentage of electricity from renewable energy sources (green electricity) to over 60 %.	2012		The percentage of green electricity was 42 % worldwide. We will determine the new target date in the first half of 2013. See page 64 for additional details.
<b>Corporate citizenship</b>	<b>Disaster management (GoHelp)</b>			
	Ensure readiness of Disaster Response Teams (DRT).	2012		The number of DRT trainings is reported on page 73.
	Conduct GARD workshops (formerly trainings) in up to three countries, as well as one GARD plus.	2012		The number of workshops is reported on page 73.
	GARD: Conduct workshops in El Salvador, the Philippines and Armenia, as well as one GARD plus.	2013	new	
	DRT: Conduct trainings to ensure readiness.	2013	new	
	<b>Promoting education (GoTeach)</b>			
	Support national Teach For All partner organizations in Argentina, Chile, Germany, India, Spain and Peru.	2012		We report on our progress on page 78.
	Establish partnership with the Teach For All partner organization Ensina! in Brazil.	2012		This organization is no longer an official partner in the Teach For All network.
	Develop program to support international scholarship holders as part of the partnership with SOS Children's Villages.	2012		
	Expand the partnership with SOS Children's Villages to additional countries.	2014		In 2012, partnerships were established in Mexico, Kenya and Ghana.
Establish local partnerships with Teach For All and SOS Children's Villages in five additional countries.	2013	new		
<b>Global Volunteer Day (GVD)</b>				
Carry out local GVD community projects throughout the year.	2013	new		

fulfilled ongoing not fulfilled

A photograph of two women, Elaina and Michelle Wu, in a warehouse setting. They are both wearing bright yellow and red DHL uniforms. The woman on the left is wearing glasses and holding a blue clipboard. The woman on the right is pointing at the clipboard. They appear to be in a discussion. The background shows a warehouse with shelves and windows.

## TWO WOMEN CALLING THE SHOTS.

Logistics – a man's world?  
Not at Yinxi Road in Shanghai, where Elaina and Michelle Wu  
run a warehouse with 230 employees. [▶](#)



**Elaina Wu and a member of her team checking inventory.**



**All orders are tracked and reviewed in the system. Michelle Wu shows how to keep tabs on every item.**

Even by car, it can take a while to get to Yinxi Road from downtown Shanghai. After emerging from the shadows of Shanghai's glistening skyscrapers and the labyrinth of highway access roads, the cityscape gives way to residential rows of low-lying apartment houses, while the smell of cooking from the many small stands along the way fills the air. Then comes the industrial area, where one giant warehouse is followed by the next. One of the buildings stands out, with its three giant red letters glowing against the yellow background. The Yinxi Road warehouse facility is where spare parts are stored for two key account customers before they are shipped to customers around the world. The staff here mainly supplies car repair shops or retailers in eastern China.

At the Yinxi Road branch, Elaina and Michelle Wu have the say. In China, too, women in management positions at Deutsche Post DHL are no longer a novelty. What makes the Yinxi Road facility so different from the other branches in China, however, is the female duo's special leadership style.

Neither Elaina nor Michelle Wu started at the Yinxi Road facility as managers. Both women, who share the same last name only by

coincidence, got their start as part of the regular staff, doing exactly what their employees do today. But they both made sure to pursue further education and training. Elaina has a degree in foreign trade and Michelle is a trained logistics engineer. "Here everyone is given the same opportunity to get ahead," explains Elaina.

Elaina and Michelle also make sure to create a positive and supportive working atmosphere at Yinxi Road. "Female bosses create a somewhat warmer atmosphere. I want my staff to feel like they are in good hands and well taken care of here," explains Elaina. "After all, we spend so much time at work. We really should feel comfortable and good about it."

#### **Lights out at midnight**

There is never a dull moment for Elaina, Michelle or the staff. The warehouse is full, with roughly 15,000 spare car parts, plus another several thousand electronic parts for one of the two key customers. Every day about 2,000 new items are warehoused for each customer, while 3,500 to 4,000 items are packed and prepared for dispatch. The staff works in two shifts. The last order arrives at 3 PM.



In constant contact with the staff.

## SUPPLY CHAIN

**2,400**

logistics centers,  
warehouses and terminals

**> 125,000**  
employees  
worldwide

Approx. **23,000,000 m<sup>2</sup>**  
of warehouse space

Midnight is the daily deadline for shipments leaving the facility. Elaina and Michelle receive no advanced notice from their customers, so their daily challenge is to react quickly to the orders and get them processed and dispatched on time.

It's a tight schedule and the staff of 230 has plenty to do. Many of them are busy taking orders from customers and then rushing through the tall rows of shelves with their long lists. Others are packing items and preparing them for shipment. Still, there is room for staff to take advantage of further education and training opportunities. "We make sure to give our employees the chance to develop themselves through additional training," explains Michelle. "We have a blackboard where we list all the current to-do's. If we need someone who is good at driving a forklift, for example, then anyone can sign up to do this, regardless of where he or she works."

### Challenge and support

Both Elaina and Michelle believe it is important to keep the work as varied as possible for their staff. Part of this is making sure that they don't always assign the same tasks to the same people. Elaina explains the approach as follows: "Everyone needs to be both challenged

and supported at the same time. It's important that people get the chance to try new things."

And at the Yinxi Road facility, good performance is rewarded. Salaries are calculated according to a points system and everyone has a fixed and a variable component of their salary. Roughly ten to fifteen percent of the salary varies based on performance. The staff also sets team goals and works together towards achieving them, a process facilitated by the 5-Star Program, which is born out of Deutsche Post DHL's "First Choice" process optimization program. A target is defined and every day a certain number of points are awarded for the work performed. "When we perform well and achieve the goals we have defined for ourselves, we get a small financial reward. We use this to go out to dinner together, for example, and that motivates people," explains Michelle.

Elaina and Michelle remind their staff every day that initiative and commitment can pay off in the long run. No one is born the boss, after all. "Many of our young managers got started as operations staff," they say. "The logistics industry is open to this." Elaina and Michelle Wu are proof. They demonstrate to their employees how it's done. 



# Code of Conduct

## RESPONSIBLE BUSINESS

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This chapter was reviewed by PwC. ✓



**UN**  
Global Compact

**9.5 € billion**  
purchasing volume



# RESPONSIBLE BUSINESS



## Group policies ✓

As a signatory to the UN Global Compact we embrace its 10 principles, which serve as the basis for our Corporate Responsibility policies and guidelines. .

### The most important Group policy is the Code of Conduct

The Code of Conduct is an integral part of our corporate culture and is closely aligned with the guiding principle of our Strategy 2015: “Respect & Results”. Our Code of Conduct is guided by the principles of the Universal Declaration of Human Rights, the UN Global Compact as well as the conventions issued by the International Labour Organization (ILO).

Since 2006, the Code of Conduct has applied to all regions and all divisions of Deutsche Post DHL. The Code of Conduct lays down guidelines for day-to-day workplace conduct for our workforce of some 475,000 employees. Our principles are respect, tolerance, honesty, openness, integrity towards customers and employees, and the willingness to assume social responsibility. The Code of Conduct also sets out our commitment to the health and well-being of our employees, as well as our understanding of equal opportunity and diversity.

The Code of Conduct is underpinned by additional Group policies such as the Anti-Corruption Policy, which provides clear instructions on how to handle gifts, benefits and offers of hospitality. The Competition Compliance Policy prohibits agreements with competitors.

 [www.dp-dhl.com/cr-downloads](http://www.dp-dhl.com/cr-downloads)



The Supplier Code of Conduct is included in all procurement contracts concluded since 2008. It obliges suppliers to adhere to ethical and ecological standards. Child and forced labor are prohibited, and salaries and working times must comply with national laws and regulations.

#### Key principles and Group policies

<b>Principles</b>	<ul style="list-style-type: none"> <li>• Universal Declaration of Human Rights</li> <li>• UN Global Compact</li> <li>• Core Labor Standards of the International Labour Organization</li> </ul>
<b>Group policies</b>	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Supplier Code of Conduct</li> <li>• Anti-Corruption Policy and Business Ethics Policy, Competition Compliance Policy</li> <li>• Investment Policy</li> <li>• Purchasing Policy, Environmental Policy, Paper Policy</li> <li>• Privacy Policy for International Data Transfers</li> <li>• Corporate Health Policy</li> <li>• Road Safety Code</li> <li>• Declaration of Conformity with the German Corporate Governance Code</li> </ul>

#### Code of Conduct updated

In the reporting year, portions of the Code of Conduct were reviewed and revised. Issues such as respect for human rights and the prohibition of child and forced labor are now explicitly addressed. Group data security standards were also revised and the chapter on social responsibility was re-written according to strategic adjustments made within the Group.

We made sure to revise the Code of Conduct together with our internal and external stakeholders, so that we can provide our employees with guidelines that are up to date and in line with customer requirements, rating agency requirements, as well as current international legal requirements.

Our employees worldwide also have access to seminars on the Code of Conduct through our web-based learning portal “mylearningworld.net”. The online training materials, available in 21 different languages, are currently being revised to reflect the changes mentioned above.

## Risk management ✓

#### Assessing the impact of future scenarios

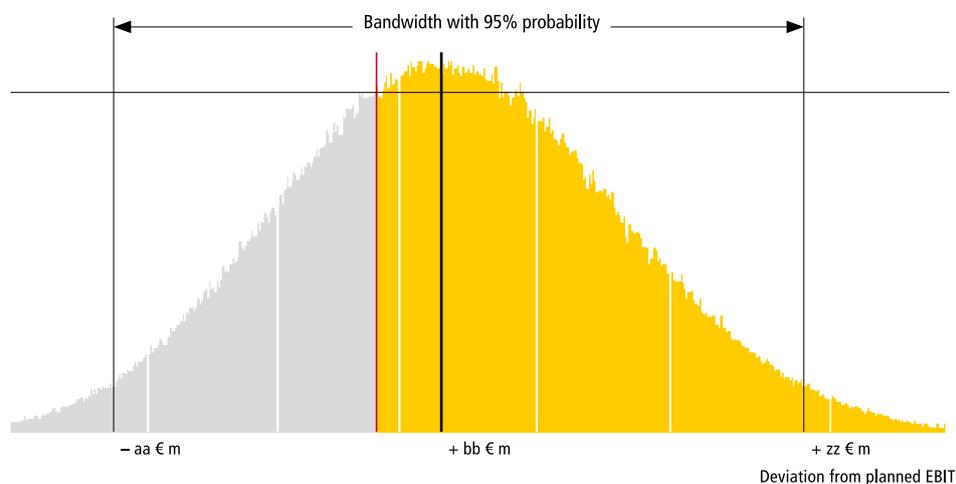
As an internationally operating logistics company, we deal with constant change. Each quarter, our managers consider future scenarios and evaluate the opportunities and risks within their departments. Risks can also be reported at any time on an ad hoc basis. Our early identification process ensures uniform reporting standards for risk management across the Group. The risk management process is also used to assess potential risks in the areas of environmental management, litigation or personnel, and we are constantly updating and improving the IT application used for this purpose. We also use a Monte Carlo simulation for the purpose of aggregating risk in standard evaluations. In our Annual Report 2012, we provide a detailed assessment of opportunities and risks organized according to specific categories, such as environmental management, security and personnel.

➔ AR 2012, pages 85–95



### Standard simulation: Probability of risk occurrence (Monte Carlo simulation)

Frequency of occurrence  
in one million simulation steps (incidence density)



— Planned EBIT — Most common value in one million simulation steps ("mode") ■ "Worse than expected" ■ "Better than expected"

## Compliance management ✓

### Compliance management: Principles and scope

Compliance management is based on a value and risk-oriented approach. Compliance at Deutsche Post DHL means adherence to laws and regulations, Group policies and guidelines as well as measurable voluntary self-commitments towards third parties.

Compliance management is firmly established throughout the Group worldwide. Compliance requirements also apply to subsidiaries in which Deutsche Post DHL has a majority interest or controlled stake. Business partners such as suppliers, subcontractors and other agents are also subject to our compliance requirements.

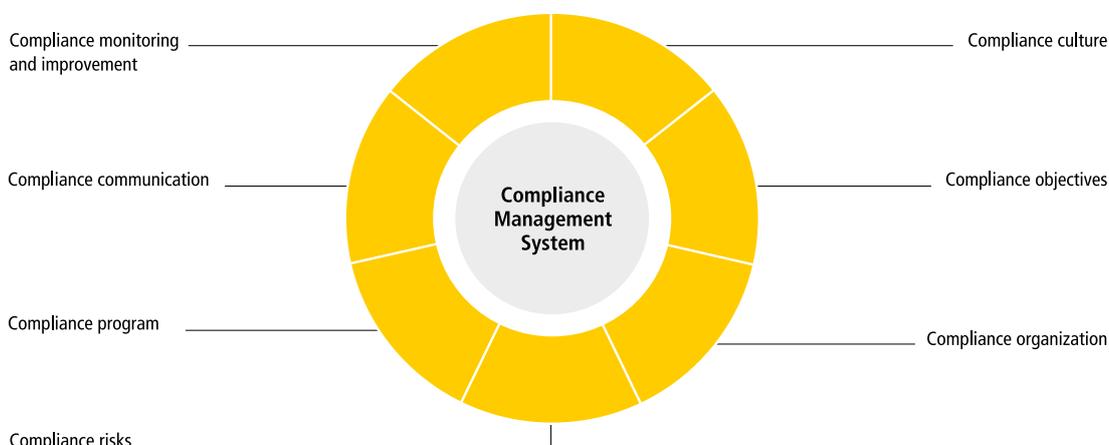
### The Compliance Management System

The key processes within the Compliance Management System include the identification of potential compliance risks, evaluation of business partners with regard to compliance, coordination of the system for reporting potential violations of law or policy, management of policies and guidelines and the development and implementation of compliance training and communication measures.



## Components of our Compliance Management System

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### Anti-Corruption Policy revised

Increased requirements in the international arena made it necessary in 2012 to revise the Anti-Corruption Policy. A separate section now covers the rules for invitations to sponsored events. In addition, we expanded the criteria for assessing the integrity of potential business partners and established a mandatory verification process.

These changes help us and our suppliers to comply with all applicable legal requirements, reducing thereby the risk of legal infringement. At the same time, we demonstrate the long-term viability of our compliance management. We also take an active role in the strategic fight against corruption as a member of the Partnering Against Corruption Initiative (PACI).

### Training materials and online trainings updated

We also improved our Group-wide communication on compliance to continually remind employees of its importance and relevance to their daily work. This included briefings on specific rules of conduct and a new Intranet-based compliance portal. Via the portal, employees can access the latest information at any time, review the guidelines and the associated documentation, familiarize themselves with the people within the Compliance organization or contact the Compliance Hotline.

The Group-wide online training programs and training materials are currently being revised in some 20 different languages to reflect the most recent policy adjustments and will be made available to employees over the course of the year. We will cover our progress in the next CR Report.



## Compliance Hotline

### Reporting compliance violations

There are several options available to our employees for reporting possible company-related violations of the law or of the Code of Conduct. Our 24-hour Compliance Hotline set up in 2006 is being continuously improved, making it available to employees in approximately 150 countries. Employees can also contact the Compliance organization directly to speak with its dedicated staff about compliance-related issues.

Violation reports are processed and addressed according to subject matter and situation. The Chief Compliance Officer reports to the Board of Management and the Supervisory Board's Finance and Audit Committee on violation incidents of relevance.

Insights gained from the reported compliance incidents are used to further optimize our Compliance Management System. Processes such as these help us ensure the sustainability of the Group's compliance program and further promote honest and principled behavior.

## Data protection ✓

### Further expansion of international data protection

For us, protecting the data of customers, employees and business partners is about more than just legal compliance. Because of the importance of data privacy in today's environment, our commitment to data protection – and our ability to deliver on this promise – is key to our identity as a company as well as the quality of our products and services. While postal privacy has always been an integral part of the service we provide, compliance with data protection standards is today the defining feature of newer products such as E-Postbrief or digitalization services.

### Group-wide Data Privacy Policy

The Data Privacy Policy makes clear the special significance of data protection. This policy supports our managers and employees in complying with the applicable legal provisions. All companies throughout the Group – as independent/separate legal entities – are responsible for complying with data protection laws when handling personal data. Each of our companies is required to submit a binding declaration of accession with regard to the Data Privacy Policy.

Our priority is to honor and further cultivate the trust placed in us by our customers, employees and business partners. The Data Privacy Policy is a way for Deutsche Post DHL to demonstrate to customers, business partners and regulators which data protection standards and requirements are applied worldwide within the Group.

### Data protection trainings

A Data Privacy Policy handbook provides managers with detailed explanations of the individual chapters and an overview of the most relevant issues within their scope of responsibility. Managers can access a dedicated Data Privacy Policy training course through our web-based training portal "mylearningworld.net" which deals with the targets and scope of the policy. In the future, this training will be compulsory for all managers.



## Procurement ✓

### Centralized procurement ensures compliance with Group policies

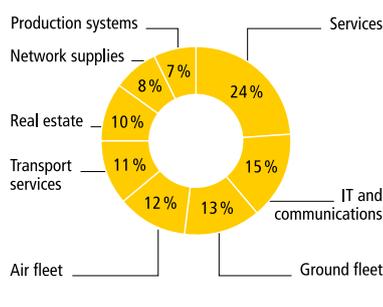
Procurement is a centralized function within the Group that helps the divisions reduce their spending, make cost-efficient investments and take steps toward achieving our Corporate Responsibility goals.

The heads of Global Sourcing and their 15 Corporate Category Managers work closely with the four heads of the regional procurement organizations and report to the head of Corporate Procurement, who reports directly to the Chief Financial Officer. This structure allows us to both bundle the Group's worldwide requirements and meet the local needs of the business units. In the reporting year, the total value of goods and services purchased by the Group amounted to €9.5 billion.

We make sure that our procurement processes comply with Group policies, which include not only the Supplier Code of Conduct, but the Anti-Corruption Policy and our policies governing investments, environmental protection and paper.

#### Procurement expenses 2012

Volumen: 9,5 Mrd. €



### Selecting our suppliers

We select our suppliers according to a multi-step tendering process. Cost-effectiveness and quality are important criteria, but we also consider ethical aspects as stipulated by our Group policies.

An integral part of the contracts with our suppliers is the Supplier Code of Conduct for subcontractors and suppliers. Included as an attachment to every contract, the Supplier Code of Conduct establishes the Group's ethical and environmental standards and serves as the basis for sustainable procurement. We expect our subcontractors and suppliers to comply with these guidelines. If compliance is called into question, we will conduct inspections of individual subcontractors or suppliers. We also conduct a cross-functional evaluation of selected suppliers once a year according to 18 strategic criteria in six dimensions.



### Greener procurement for technology

Furthermore, we strive to take greater account of environmental aspects when procuring products and services. The procurement teams responsible for the various regions and categories work together on this with the divisions. In the reporting year, for example, Procurement and the Real Estate Contracts department jointly negotiated a more economical lighting technology, which the divisions will use to retrofit their locations.

As a logistics company, a low-emissions vehicle fleet plays a central role in our efforts to protect the environment. In the reporting year, 1,324 new 3.5-tonne transporters and 575 Sprinters were deployed in Germany, resulting in considerable reductions in nitrous oxide and soot particle emissions. In addition, Procurement assisted the divisions in purchasing vehicles with alternative drive systems such as electric and hybrid technologies. For a detailed description of our carbon efficiency projects, please see page 71 of this report.

### Greener procurement of paper

Our Paper Policy ensures that the Group's demand for paper and paper products is met in a way that conforms to the guiding principles of sustainability, resource protection and efficiency. We are therefore committed to the principles of sustainable forestry. The Paper Policy also requires that recycled paper be selected when procuring paper or services to manufacture or procure paper.

The procurement of paper for use as packaging, office materials as well as for communication purposes is managed locally and in accordance with the Group's Paper Policy. Consumption data is therefore not collected centrally. The paper consumption data published in previous reports was compiled by way of time-consuming individual surveys and then consolidated manually. It is for this reason we have discontinued that process. Our expenses for office supplies are accounted for in our Annual Report; in 2012 these expenses amounted to €60 million. Included in this figure are costs related to paper procurement.

**1,900**  
new road transport  
vehicles purchased

→ AR 2012, Note 12



## Employee representatives ✓

### Our goal: To be an exemplary employer

Across the Group, we practice and promote a culture of constructive dialogue between employees and managers, and between executive management and employee representatives. Internationally, we work together with employee representatives and unions in the individual countries according to national laws and customs. In addition, we are engaged in regular dialogue with representatives from the global union federations. In Germany, where around 43 % of our employees are located, we cooperate with works councils in all divisions of Deutsche Post AG and in the majority of our subsidiaries.

### International exchange with social partners

We maintain an ongoing dialogue in the European Economic Area through our Deutsche Post DHL Forum. We are also an active participant in the “European Social Dialogue Committee for the Postal Sector”. Under the aegis of the European Commission, we meet with postal company representatives and national trade unions from the 27 EU member states to discuss current social issues within the postal sector.

 [www.postsocialdialog.org](http://www.postsocialdialog.org)

We are guided by the principles of the UN Global Compact and respect the principles of the 1998 International Labour Organization (ILO) declaration on the fundamental rights and principles of work in accordance with national laws and customs (in particular the ILO core conventions number 87 “Freedom of Association and Protection of the Right to Organize” and number 98 “Right to Organize and Collective Bargaining”).

 [www.ilo.org](http://www.ilo.org)

At a central level, we continued to hold meetings in 2012 with representatives from the global union federations UNI Global Union (UNI) and International Transport Workers’ Federation (ITF) to discuss matters of general interest within the Group. We also conducted additional meetings with UNI and ITF representatives to discuss challenges in individual countries such as Bahrain and Turkey. At the end of 2012, UNI and ITF filed an OECD complaint with the German national contact point. In our statement we explained our point of view with regard to the accusations.

We are willing to conduct discussions with UNI and ITF representatives in the future. The dialogue will be continued.



### **Deutsche Post DHL Forum: Driving dialogue in Europe**

The Deutsche Post DHL Forum is a joint body of Deutsche Post DHL employee representatives (European Works Council – EWC) and management representatives (European Management Forum) from 29 European countries. At least one employee representative from each country is appointed to participate in the EWC, depending on the number of Deutsche Post DHL employees in the given country. Following the latest round of EWC member elections and appointments, the Deutsche Post DHL Forum met in November 2012 for a constitutive session for its third term. It is responsible for matters pertaining to the Group as a whole, or matters that affect at least two businesses or two companies in different European member states. Following a joint request by its chairpersons, the Deutsche Post DHL Forum is also informed of any measures that have a fundamental impact on employees in one of the 29 European countries and measures that have strategic implications for the business in Europe.

UNI and the European Transport Workers' Federation are each entitled to appoint a representative to participate in the regular Deutsche Post DHL Forum meetings. This promotes direct and open communication across country and language boundaries for the benefit of both the Group and its employees.

The collaboration is based on an agreement that adheres to the principle of mutual respect while honoring the differences in roles and interests. The contents of this valuable agreement were revised in 2012 in accordance with changes in the law.

Due to the complex and frequently changing structure of the Group, the Deutsche Post DHL Forum's organizational structure requires regular adjustments to reflect developments across the Group. To respond to this, we have established business committees, which devote themselves exclusively to issues arising in the respective business areas.



## IN THE BELLIES OF GIANT BIRDS.

Ramp Agent Torsten Werner ensures the DHL cargo planes at the Munich airport get loaded on time. He's in control – even when things get hectic. ▶



The Boeing 757's bright red and yellow DHL colors glow in the dark.



Torsten Werner conducts his routine check of the aircraft to make sure everything is in order.

A light fog settles over Terminal 1. The Boeing 757 is moved into position. Even with the poor visibility, it's hard to miss this giant aircraft, which will soon take off for the DHL hub in Leipzig. The plane's bright red and yellow DHL colors glow in the dark. Torsten Werner works as a Ramp Agent in Munich for DHL Airways, a subsidiary of DHL Express.

Today his workday began at 8 PM. As one of two ramp agents working the evening shift, he is responsible for supervising the loading of cargo onto the DHL planes. Werner's first job this evening is to help his colleagues with the freight arriving at the airport warehouse. Every minute another truck or van pulls up with another load of parcels. "We ship almost anything, from documents to car engines to chemicals," says Werner. Around 5,000 express items are processed per shift.

The Boeing 757 under Werner's supervision shuttles freight between Munich and the Leipzig hub. Every morning it flies in from Leipzig, and every evening it makes the return flight to the hub. The new Boeing already

complies with the EU noise control standards set to take effect in a few years. It is 77% quieter than the older Boeing 727, can transport 6,000 kilograms more cargo and burns nearly 20% less fuel per tonne of freight.

A carpenter by training, Werner began work out on the ramp in March 2012. He had been employed as a sales clerk for a building materials company, when an acquaintance told him about his job as a ramp agent for DHL Airways. Werner had become increasingly unhappy in his old job and decided to try something new.

#### Learning by doing

Since no formal training is required to become a ramp agent, it was enough for Werner to learn on the job and participate in two training courses at the DHL hub in Leipzig. Today he works 20 hours per week, every evening from 8 PM to midnight. His wife, who works full time at a chemicals company, supports his decision entirely. "We took a close look at the numbers before we made our decision. We'd like to have a



One by one, the containers are transported out to the Boeing waiting on the apron.

**EXPRESS** **3**  
global hubs

**168**  
dedicated aircraft

**> 500**  
airports served

**3**  
million cargo tonnes handled  
by the airfreight business

family, and my part-time evening job would allow me to be home during the day. My wife is home in the evenings, so it works out well,” says Werner.

Is being a ramp agent a dream job? “Absolutely,” says Werner. “When the weather is nice, there is nothing better than being out on the apron getting the aircraft ready for takeoff.” Werner likes to compare the hand-in-hand teamwork to a relay race. By 9:15 PM it’s time to leave the warehouse. One by one, the large cargo containers are transported to the Boeing waiting out on the apron. Part of the cargo is loaded directly into the belly of the aircraft with the help of a belt loader. After about 25 minutes, the lower deck is full. Loading the upper flight deck takes a bit less time. With the help of a high loader, containers carrying heavy or dangerous goods are loaded in a specific order into the upper part of the aircraft.

#### Relay race on the apron

“When we’re loading the aircraft, we make sure the cargo is distributed evenly and securely,”

explains Werner. There’s a system to loading the upper deck: Which items need to be accessed first once they’ve landed in Leipzig? Which cargo contents have a strong magnetic field and need to be placed where they cannot interfere with the sensitive cockpit instruments? Torsten Werner knows where all the pieces of the puzzle go.

Werner, who is 37, says that working out on the ramp requires strong nerves. “When things get stressful, you need to stay calm and think your next move,” he says. Today, Werner is satisfied with the results. Everything went smoothly: the cargo arrived on time and the containers were loaded in the right order. The last step is to have the pilot sign off on the finalized loading plan. There’s still paperwork waiting for Werner at his desk – the flight report and ramp report still need to be written – but for now his work out on the apron is done. Like in a relay race, Werner passes the baton to the cockpit crew, whose work is just beginning. ◀

## EMPLOYEES

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The figures published in this chapter were reviewed by PwC. ✓

**473,626**  
people are employed  
by the Group

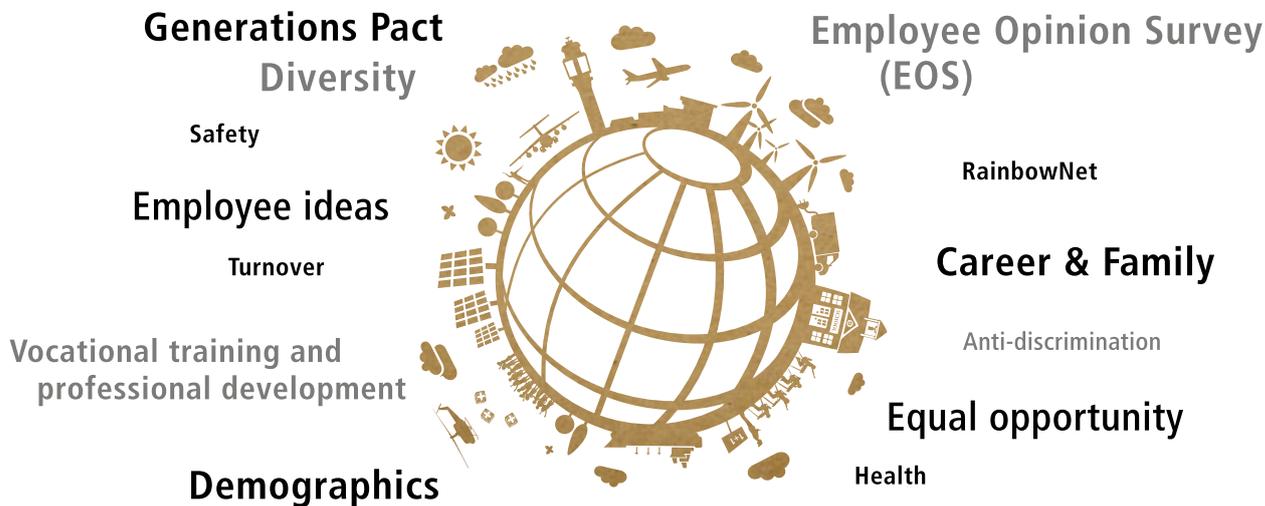
**18.5 %**  
of executive  
positions  
worldwide  
filled by  
women

**4,900**  
junior employees





# EMPLOYEES



## Our people are at the heart of what we do

Deutsche Post DHL owes its success to the commitment, creativity and expertise of its approximately 475,000 employees around the world. The high level of motivation among our employees can be attributed to a corporate culture founded on openness, trust and mutual respect. Future-oriented and sustainable human resources development is key to ensuring our long-term business success, as is the creation of an attractive work environment free from prejudice, discrimination and stereotyping.

One of our Strategy 2015 goals is to become Employer of Choice. To achieve this goal, we have harmonized our HR management across the Group, which allows us to better respond to the needs of our employees. We want each and every employee to be able to tap their talents and fulfill their career potential. Our Diversity Management helps create attractive, equal-opportunity work environments around the world. Our proven programs and activities in the areas of Occupational Safety and Health Management also help create a safe, secure and healthy working environment.

As an international company, one of the challenges we face is to ensure that our high standards are being met in all of the regions in which we operate. We rely on our Code of Conduct and other Group policies to make sure our executives and employees around the world are able to uphold and implement our standards.



## Workforce structure and remuneration

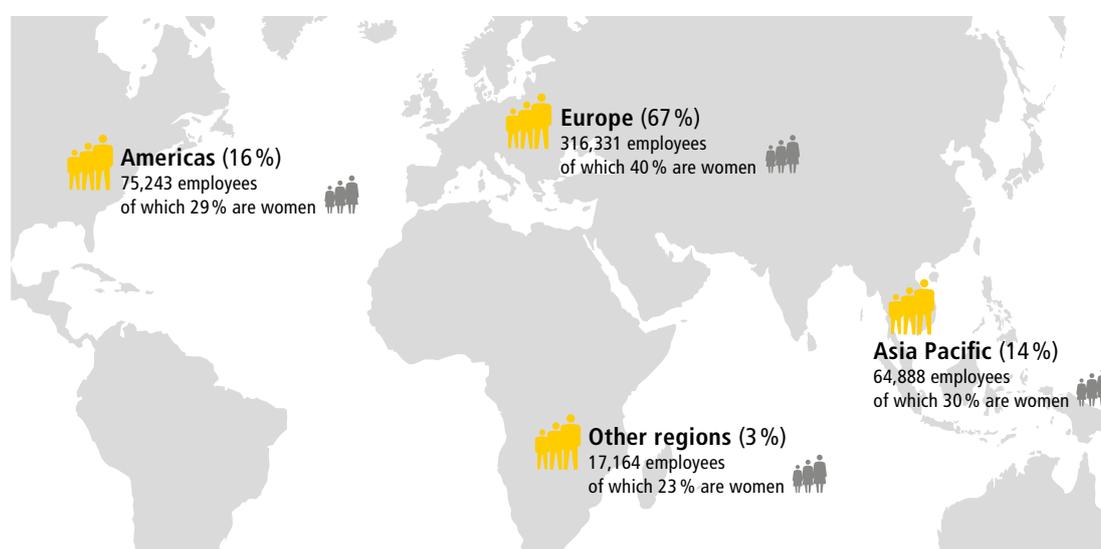
### Employee numbers remain stable

Our workforce numbers have remained nearly constant, with our total number of employees rising just slightly to 473,626. This represents a 0.4% increase over the previous year. Women make up 36% of our global workforce. Approximately 43% of our workforce is employed in Germany, where our company headquarters are located. As in the years previous, the average employee turnover within the Group is approximately 10%. A detailed analysis of our workforce numbers is presented in our [Annual Report 2012](#).

→ AR 2012, pages 70 f.

As per our current planning, we expect to see a slight increase in the total number of employees in 2013.

### World map showing regional distribution of employees as of December 31, 2012<sup>1</sup>



<sup>1</sup> Share of women based on a survey of all organizational units representing 98.4% of the entire workforce.

### Number of employees at year-end<sup>1</sup>



		2010	2011	2012	women (in %)
<b>Number of employees (headcount including trainees)</b>	Headcount	<b>467,088</b>	<b>471,654</b>	<b>473,626</b>	<b>36.2</b>
<b>in Europe</b>	Headcount	318,753	321,296	316,331	39.7
Turnover <sup>1</sup>	%	6.7	5.3	4.7	–
<b>Americas</b>	Headcount	70,844	72,466	75,243	29.3
Turnover <sup>1</sup>	%	21.6	23.5	25.4	–
<b>Asia Pacific</b>	Headcount	62,112	62,094	64,888	29.7
Turnover <sup>1</sup>	%	16.4	18.8	18.4	–
<b>Other regions</b>	Headcount	15,379	15,798	17,164	22.5
Turnover <sup>1</sup>	%	10.0	8.2	10.3	–

<sup>1</sup> Based on a survey of all organizational units representing at least 95% of the entire workforce.



### Compensation based on performance

For highly motivated employees, performance-driven compensation based on business goals and long-term incentives is one of the most important material requirements. In all regions, remuneration is based on job performance and the level of responsibility vested in the individual employee.

In Germany, employees working under collective wage agreements receive a variable bonus of between 5 % and 17.5 % of the annual base salary. All non-executive, non-tariff employees receive an annual salary made up of an annual base salary and an orientation bonus between 17.5 % and 40 % of the annual base salary. Part of the orientation bonus is based on the company's performance while the other part is determined by the individual's job performance and the meeting of set targets.

Outside of Germany, the remuneration of our employees is based on national laws and, if applicable, collective wage agreements.

In addition, we offer employees performance- and contribution-based pension plans in a number of countries.

➔ AR 2012, Note 13

### Ready to face the future with the Generations Pact

Negotiations between Deutsche Post AG and the trade unions led to the successful introduction of the Generations Pact in October 2011, which will help us offset the effects of demographic change. In combination with a partial retirement program, the newly introduced working-time accounts and demographic funds make it possible for older employees to work reduced hours for a period of up to six years. After this time, they can retire without facing deductions. In this way, the company can continue to benefit from the knowledge and experience of its older employees and, at the same time, improve employment opportunities for younger people. With the Generations Pact in place, we can now take on more trainees and convert temporary employment contracts to permanent ones. At the end of 2012, a total of 12,850 employees have already set up a working-time account and 446 have gone into partial retirement. We are working to develop a similar solution for our civil servants in cooperation with the responsible ministries and trade unions.

**13,000**  
individuals take  
advantage of the  
Generations Pact ✓

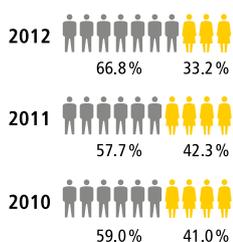
In March 2013, Deutsche Post DHL received the German Industry Innovation Award in the innovation HR concepts category for its unique and forward-looking age-based working solution.

📡 [www.dp-dhl.com/innovation-award](http://www.dp-dhl.com/innovation-award)

In addition, sustainable wage agreements were successfully negotiated for employees at Deutsche Post AG in Germany and in several of the Group's subsidiaries in the reporting year. As a result, approximately 130,000 Deutsche Post AG employees subject to collective bargaining agreements receive 4 % more pay as of April 2012.

## Diversity management

### New hires by gender<sup>1</sup>



One of our greatest strengths lies in the diversity of our people. The Deutsche Post DHL workforce is made up of women and men of different ages from a wide range of racial, ethnic, and religious backgrounds; it includes people with disabilities and with different sexual orientations. Tapping into this potential and promoting inclusion in the workplace is one of the primary responsibilities of diversity management within the Group.

<sup>1</sup>Deutsche Post AG (excl. temporary employees)



Angela Titzrath, Board Member for Human Resources

## It's all about people.

Angela Titzrath, Deutsche Post DHL Board Member for Human Resources, talks about demographic change, the main components of the Group's HR strategy, and balancing career and family.

**Ms. Titzrath, the average age of male employees in Germany is 44 and the average age of female employees is 46. This is a big challenge for the Group. How are you responding to the demographic changes?**

Demographic change is of course a larger social phenomenon, so it impacts the labor market across the board. Competition to attract young talents will continue to increase. But at the same time, we know that older workers bring extremely valuable knowledge and skills to the table, and this is a resource that we, as a society, can no longer afford to ignore. This was the motivation for our Generations Pact, which we established together with the trade unions in Germany back in 2011. This helps us to anticipate demographic changes and prepare for the effects these changes will have.

**What is the idea behind it?**

Today, our older employees can take advantage of working-time accounts and special part-time work arrangements until they enter retirement. This way, we continue to benefit from their valuable knowledge and experience, but also make sure they can enter retirement as strong and healthy as possible. Our employees have responded positively to this new model. So far almost 13,000 employees have set up working-time accounts and around 500 have already entered into part-time, pre-retirement working arrangements.

**It's not just the older employees that benefit from this...**

That's right. The Generations Pact also improves employment opportunities for young people. Last year around 1,300 trainees received follow-up job offers from us, which was about



25 % more than the previous year. And this summer, all qualified trainees will receive permanent employment contracts. The Generations Pact is a textbook example of how to balance the needs of long-time employees and young employees in a way that benefits everyone. By the way, we are not the only ones who are enthusiastic about our Generations Pact solution – it was recently recognized with the Innovationspreis der Deutschen Wirtschaft (German Industry Innovation Award).

**The Generations Pact alone will not be enough to respond to the worldwide demographic changes. What other measures are you planning?**

There are many aspects to the demographic changes we are seeing around the globe. In Europe, the main issue is our aging population, but in the highly populated emerging countries of Asia and South America, for example, the focus is more on how to train and develop young talents. Our strategic workforce management addresses these issues. We not only identify and manage possible age-related risks, but also additional issues such as long term succession planning, transfer opportunities within the Group and targeted training for our employees. Ours is a classic “people business”, so our success depends very much on the talents, know-how and skills of our people.

**As Board Member for Human Resources, you’ve been responsible for 475,000 employees for nearly a year now. What is your approach to HR policy?**

My approach is to stay focused on one underlying truth: it’s all about people. Deutsche Post DHL has a huge, truly global workforce, but we need to stay agile and responsive. For us in HR, this means establishing a global HR management system that develops and grows in line with employee needs and, at the same time, meets the operational demands of the business areas.

**How do you see your role in this?**

It’s important for us in HR to bring a spirit of entrepreneurship and problem-solving to our work – to approach challenges not just as HR specialists, but as businesspeople. If we can do this, then we can make a significant contribution

to our company’s success over the long term. One of the keys is to make sure we have the right people with the right qualifications in the right positions across all divisions. I see my role and that of HR as a connector. We need to build bridges and harmonize our HR operations. This was the motivation for establishing a global steering committee, which regularly brings together all areas of the business and all regions to discuss all relevant HR issues around a single table. A lot has been accomplished on the organizational side, but the most important thing is to increase the dialogue with our employees. Continuous communication and exchange is the only way to continue to improve our HR work into the future.

**Do you see room for improvement in the area of women in leadership roles?**

We are committed to filling 25 to 30 % of all management-level vacancies with women, and we are making good progress on this front. Here in Germany we have increased the percentage of women in management from 17 % up to 19.5 % since 2010. But for me the question is still defined too narrowly. It’s not just about promoting gender equality, it’s also very much about enabling the balance between family and career. And this is by no means just a women’s issue. More and more young men have a stake in this issue and expect their employers to provide solutions.

**And what’s your response?**

We offer our employees a range of options to help them balance the demands of family and career, including flexible working time models, relocation support and continual improvements to our childcare services. Last year in Bonn we doubled the number of childcare places available. You can be sure that we will continue to develop new ways to help our people find their own work-life balance. One thing is clear: the success of Deutsche Post DHL depends on how we respond to these challenges in the future.

## Angela Titzrath

Born 1966

Member of the Board of Management since May 2012, appointed until April 2015

**Board Department:**

HR MAIL

HR DHL

Group Labor Relations

HR Development

HR Performance & Programs

HR Standards & Guidelines

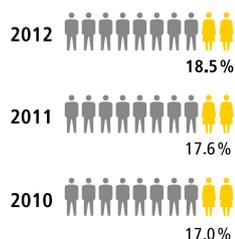
Corporate Executives



### Share of women in executive positions on the rise

Women make up approximately 36 % of our workforce worldwide. The share of women in executive positions within the Group worldwide is currently 18.5 %. For Germany, this figure is slightly higher at 19.5 %. At the end of 2011, we committed to filling 25 to 30 % of upper and middle management vacancies

#### Women in management (worldwide)<sup>1</sup> ✓



<sup>1</sup>Includes upper and middle management.

worldwide with qualified women. To this end, we conducted numerous workshops in 2012 across Europe, the Americas and Asia with specialists and executives from different divisions. The discussions focused on corporate culture, awareness raising, and increasing participation of female high-potentials in the Group's talent management activities.

Individual divisions also organized their own regional informational events, which included "Women in Logistics" in Canada and an International Women's Day event in Oman. Our SUPPLY CHAIN division was listed among the top 50 employers for women in the UK by the British magazine "Times". In Germany we received our

fifth consecutive Total E-Quality award, which is presented every three years to companies with a proven track record of promoting the engagement, abilities and professional development of women.

### Balancing career and family

Creating a family-friendly working environment is an economic and social priority for us. Improved childcare, flexible working hours and various support measures for re-entering the workforce following family leave are just some of the ways we create this kind of environment. In Germany, we offer all employees support and placement services for child care, as well as child care services during school holidays or in emergencies. A new nationwide general works agreement with our social partners makes it considerably easier for employees to relocate if they are forced to change jobs for important family or health-related reasons.

Outside Germany as well, the support we provide employees in the area of career-family balance often goes well beyond local legal requirements. As an example, the EXPRESS division offers its employees in Turkey professional consulting and support in all areas related to parenthood. In addition, mothers returning to work receive a welcome package containing important information regarding the return process.

#### Work-life balance (includes employees of Deutsche Post AG) ✓

		2010	2011	2012
State-regulated parental leave	Headcount	2,036	1,809	1,718
Men		151	147	155
Women		1,885	1,662	1,563
Executives <sup>1</sup>		7	6	2
Family-related unpaid holiday	Headcount	2,419	2,286	2,150
Part-time employees <sup>2</sup>	Headcount	63,126	65,322	62,523
Share of part-time employees	%	36.9	37.5	37.0

<sup>1</sup> Includes executive non-tariff employees.

<sup>2</sup> Excluding employees in the release phase of partial retirement.



### Equal opportunity for people with disabilities

One of our responsibilities is to enable people with disabilities to take an active part in working life. This applies not only to new hires but to existing employees who become disabled due to an illness or accident. We develop solutions for (re)integrating them fully into working life. The exchange of information is key to this process. To support this, we document our disability-friendly workplace solutions in a database administered by the Institute for Economic Research. All divisions across the Group have access to this information.

At our principal company in Germany (Deutsche Post AG), we employed 13,740 employees with disabilities, representing an average annual employment rate of 8.6 %. Once again, this is well above the national average in Germany's private sector (4.0 % in 2010; source: German Federal Employment Agency).



[www.rehadat.de/rehadat/eng/index.jsp](http://www.rehadat.de/rehadat/eng/index.jsp)

#### Employees with disabilities (Deutsche Post AG) ✓

		2010	2011 <sup>1</sup>	2012
Jobs (According to German Social Law (§ 80 Sozialgesetzbuch IX))	Headcount	12,758	13,199	13,740
Employment rate	%	8.0	8.3	8.6

<sup>1</sup> Adjusted

### Network for tolerance

Around the world, increasingly more gay, lesbian, bi- and transsexual men and women are becoming open about their sexuality. We make sure that our employees are free to perform their jobs and pursue their career goals irrespective of their sexual orientation and identity without the threat of discrimination. In the reporting year, we continued to work together with our Group-wide "RainbowNet" network and conducted a range of activities and workshops.

### A clear NO to discrimination

Our corporate culture is defined by the diversity of our people. The Code of Conduct makes it clear to all employees across the Group that discrimination is not tolerated at Deutsche Post DHL. When incidents of discrimination are reported, they are handled by specialists at the regional level, resolved in line with our Code of Conduct and fully documented. In several countries, data privacy laws prevent us from reporting on these cases. For this reason, concrete discrimination data is not included in this report.

## HR planning and recruitment

### Human resources development in times of demographic change

In many countries throughout the world, demographic changes have become an important factor in our personnel planning. In Europe, the aging workforce is the main demographic challenge for HR managers. In the highly populated emerging economies of Asia or South America, on the other hand, the challenge is to promote the development of young talents by way of education and training. Targeted HR marketing and efficient recruitment around the world are of great strategic importance to our future.



Strategic workforce management allows us to manage age-related and capacity risks, address additional training needs, identify transfer opportunities, and effectively implement long-term succession planning. Following the successful completion of three pilot projects in Germany and Mexico, the methodology will now be transferred to additional countries and divisions.

**Age structure as of December 31, 2012 (refers to Deutsche Post AG employees)** ✓

Headcount	2010		2011		2012	
	Men	Women	Men	Women	Men	Women
20 and younger	1,990	1,277	2,269	1,215	2,519	1,229
21 – 30	11,160	6,619	12,367	6,904	12,189	6,342
31 – 40	17,101	15,783	16,390	14,694	15,067	12,727
41 – 50	34,006	35,580	33,858	35,305	33,036	33,624
51 – 60	24,214	22,411	25,187	24,152	25,941	25,667
61 and older	2,038	1,082	2,285	1,403	2,375	1,543
<b>Average age</b>	<b>43.6</b>	<b>44.5</b>	<b>43.5</b>	<b>44.9</b>	<b>43.8</b>	<b>45.5</b>

**More training opportunities within the Group**

The range of traineeships we offer is as diverse as the Group itself. Secondary school graduates in Germany can choose from over 20 different vocational training and study opportunities, depending on their level of education and individual interests. We also offer young people attractive career training opportunities outside Germany.

When hiring interns, we comply with the quality standards established by the German “Fair Company” initiative. This includes appropriate compensation, a focus on full-time jobs rather than internships, and avoiding vague promises of future employment.

In 2012, Deutsche Post DHL employed approximately 4,900 trainees and students worldwide. In Germany alone, 2,106 young people began a vocational training program or an integrated degree program (Duale Hochschule) within the Group. We offered nearly 80 % of our trainees continued employment and, with that, a valuable career opportunity.

**4,900**  
junior employees ✓

www.karriere.de/  
startseite/fair-company

Glossary, page 90

www.dp-dhl.com/career

**Trainees** ✓

	2010	2011	2012
Deutsche Post DHL (annual average)	3,775	4,392	4,910
Deutsche Post AG (headcount as of December 31, 2012)	2,245	2,045	3,164
Men	% 62.9	63.8	66.5
Women	% 37.1	36.2	33.5

**Traineeships at Deutsche Post DHL (worldwide)** ✓

%	2010	2011	2012
Courier, express and postal service specialists	53.1	50.6	60.2
Forwarding and logistics services specialists	15.2	10.3	10.1
Duale Hochschule students	9.9	8.5	10.2
Warehouse logistics specialists	10.4	8.0	6.4
Other traineeships	11.4	22.6	13.1



### Second chance for young people still seeking vocational training positions

In 2012, our “Perspektive Gelb” job entrance program provided approximately 450 internship positions in the MAIL division to young people who had not yet been accepted into a vocational training program. These internships last at least six months. They are designed to prepare participants for the formal Courier, Express and Postal Services Specialist vocational training program. So far, Deutsche Post has offered vocational training positions to 75 % of these interns.

### Scholarship program for employee children

Our “UPstairs” program provides scholarships to the children of Deutsche Post DHL employees in several regions throughout the world. As a general rule, the program supports scholarship holders over a period of three years. Participants receive an individualized scholarship package including school/university tuition fees, mentoring support and internship opportunities. Additional support includes further training, such as language or IT courses. In the reporting year, the program was successfully implemented in 87 countries and today provides support to approximately 600 children. Several examples are featured on our [website](#).

**600**  
scholarship  
recipients in  
87 countries

 [www.dp-dhl.com/upstairs](http://www.dp-dhl.com/upstairs)

## Developing employees

### Succession planning secures our business success

To ensure continuous succession planning and the long-term success of our business, we take a systematic approach to preparing motivated and committed employees for the challenges of management. Our HR development covers a broad spectrum across all levels of the company, including talent programs for employees and managers, professional training for junior employees, or targeted support for teams and organizations undergoing change. Various trainings, such as workshops and e-learning courses, are conducted according to regional requirements within the divisions.

Our performance management process “motiv8” provides the basis for our human resources development activities. This process involves an annual employee performance evaluation, which is then used to create individualized development plans.

#### Training<sup>1</sup>



		2010	2011	2012
Annual training days per full-time equivalent	Days	1.9	1.2	1.4
Annual training costs per full-time equivalent	€	220	191	185

<sup>1</sup> Based on survey responses. The data collected on training days covered 90.9% of all employees (full-time equivalents) in 2012 (2011: 94.9%; 2010: 73.5%). The data collected on training costs covered 100% of all employees (full-time equivalents) in 2012 (2011: 100%; 2010: 89.1%).

### Strengthening leadership skills across all levels

In the reporting year, we developed and implemented special leadership programs to enhance leadership ability among our mid-level, upper-level and top-level managers. This has created a cross-divisional platform for dialogue and learning where managers can share ideas on some of the challenges they face, such as reconciling the daily demands of operational management with the growing demands of the market, customers, employees and investors, or applying Deutsche Post DHL leadership guidelines to the context of their daily work. Workshops and professional development measures are offered locally according to regional needs and requirements. Please see the [Annual Report 2012](#) for additional details.

 <http://annualreport2012.dp-dhl.com>



In the MAIL division, special talent programs were implemented to prepare high potential employees for the next step in their career development. As part of these programs, selected participants are accepted into a talent pool for a period of three years. The talent pool currently includes more than 300 candidates, who are available to fill vacant positions. Roughly one in four candidates attains their desired position.

The EXPRESS division launched its MENA Talent Program in 2012, which facilitated the recruitment of young talents in the Middle East and Northern Africa regions and helped increase the number of local, native-born employees in leadership positions. The insights gained on attracting young local talents will be integrated into the Group's strategic recruiting practices.

In the GLOBAL FORWARDING, FREIGHT division, the two-year development programs for middle management increased their focus on "integrated learning", which combines traditional classroom instruction with e-learning. In addition to the core training modules, participants took part in international WebEx meetings with top management as well as global networking events. So far, 130 managers have taken part in this program.

The SUPPLY CHAIN division's Leadership Enrichment Program, which was developed in 2007 and has already been implemented in the US and Europe, has now also been launched in Asia. Designed for executives and managers, the program provides participants with a deeper understanding of the information and planning systems required for building a strong, high-performance team.

## Dialogue with our employees

The ideas, skills, experience and opinions of our employees are our company's biggest asset. Each and every member of our global team has an individual area of expertise and is in the best position to assess the efficiency of his or her own work processes, and understand the needs of his or her own customers. For this reason, we give employees at all levels of our organization a role in designing workflow and work processes. It is our way of tapping the innovative power of our company while fostering a culture of dialogue, openness and mutual respect.

### Every opinion counts

We conducted our annual Employee Opinion Survey (EOS) for the sixth consecutive time in 2012. The survey invites employees across the Group to share their opinions and take an active role in shaping their immediate work environment. Like a seismograph that monitors the pulse of the company, the EOS helps us identify action areas early and implement the appropriate changes effectively. The survey focuses on key indicator areas such as "Employee Engagement" and "Active Leadership", which has direct relevance for executive bonus payments, but also gauges the level of employee satisfaction with regard to our Corporate Strategy or the culture of communication within the Group. The results of the 2012 survey indicate that we remain on the right track. Approval ratings in the areas surveyed have shown continuous improvement since 2009, confirming our employees' high degree of satisfaction with their work and employer.

Every year, the survey results are reviewed at the team level and used to identify potential improvement measures, such as new initiatives for employee volunteering and new learning and career development opportunities. The following table provides an overview of the most important key performance indicators and the respective agreement ratings.

**72 %**  
Employee  
Engagement



**Employee Opinion Survey: Agreement rates (excerpt)** ✓

in %	2010	2011	2012
<b>Employee Engagement</b> Employees' degree of identification with Deutsche Post DHL; satisfaction, loyalty, pride in their jobs and willingness to act as ambassadors for the organization	67	71	72
<b>Active Leadership</b> The degree to which employees feel that they are respected and appreciated by their direct line managers, and that their professional development is supported through regular feedback	63	67	69
<b>Strategy</b> The degree to which Deutsche Post DHL's strategy is clearly communicated to employees and the level of trust the employees show in the organization's future prospects	64	70	72
<b>Communication</b> The degree to which internal communication at Deutsche Post DHL fosters an open and constructive exchange of information	62	67	69
<b>EOS Follow-up Measures</b> Employees' perceptions of the extent to which their responses to the EOS are taken on board and lead to change	53	59	60

**Further internationalization of Idea Management**

We encourage our employees to challenge existing methods, to constantly re-evaluate processes, and to develop new solutions. With our Idea Management program, creative employees also have a financial incentive to develop and share their ideas. The high number of improvement suggestions submitted through the program, a great many of which have already been put into practice, is a testament to employee creativity and to the innovative power of the Group as a whole.

In the reporting year we implemented new program software in Germany and continued the international roll-out of the Idea Management system. Today, employees from 35 countries are using our online portal to submit their ideas and connect with one another to exchange and develop new ideas. Their suggestions, such as ways to reduce packaging without compromising quality, or ways to optimize pallet capacity, make a valuable contribution to the Group's growth and development. In the reporting year, 81 % of the 165,124 improvement suggestions were implemented.

In 2012 Deutsche Post DHL's Idea Management was awarded the "DeutscherIdeenPreis" (German idea award) by the Deutsches Institut für Betriebswirtschaft (German institute for business administration) for the best idea management program.

**133,698**  
improvement  
suggestions  
implemented ✓

 [www.dp-dhl.com/  
background-idea-mgmt](http://www.dp-dhl.com/background-idea-mgmt)

**Open dialogue with employees**

We make sure to keep our employees informed with regular updates on developments and organizational changes across the Group. We foster an open dialogue with our employees based on honesty, respect and mutual trust. Our CEO Dr. Frank Appel, official sponsor of the Group's culture of openness, regularly answers employee questions through the "Ask Frank" platform. In the reporting year alone, the platform received and answered 600 employee questions directly addressed to Frank Appel.



## Occupational safety

### Employee safety is our first priority

We are responsible for the safety of our employees. Certain occupational groups, such as delivery personnel, drivers or machine operators, are particularly vulnerable to the risk of accident and/or exposure to hazardous materials. To ensure their safety and security, we regularly conduct workplace inspections, including inspections of relevant equipment and machinery, as well as workplace safety and accident prevention trainings. In 2012, Occupational Safety at Deutsche Post DHL was once again certified according to the DIN EN ISO 9001:2008 quality management standard. Our Corporate Health Policy ensures that these safety standards are adhered to throughout the Group.

### Working days lost due to accidents decrease

Our employees are regularly briefed on safety in the workplace through a series of preventive occupational safety measures. The Occupational Safety team supports around 200,000 employees in our companies throughout Germany alone.

#### Occupational safety

	2010	2011 <sup>1</sup>	2012 <sup>2</sup>
<b>Deutsche Post AG</b> ✓			
Number of workplace accidents <sup>3</sup>	17,374	12,864	14,441
Accident rate (number of accidents per 1,000 employees per year)	100	72	80
Number of working days lost due to accidents (calendar days)	377,889	320,997	313,750
Working days lost per accident	21.8	24.9	21.7
Number of fatalities due to workplace accidents	0	2	1
<b>SUPPLY CHAIN (not reviewed)</b>			
Number of workplace accidents <sup>4</sup>	1,880	1,626	1,500
Accident rate (number of accidents per 1,000 employees per year)	13.8	11.9	10.8
Number of working days lost due to accidents (working days)	30,792	29,953	24,363
Working days lost per accident	16.4	18.4	16.2

<sup>1</sup> Adjusted

<sup>2</sup> Change over AR 2012: Figures as of March 31, 2013

<sup>3</sup> Accidents when at least one working day is lost, including accidents on the way to and from work

<sup>4</sup> Accidents when at least one working day is lost

Measured against the risk-level of the various areas of operation, the number of accidents (Deutsche Post AG) remains at a comparably low level. In the reporting year, the number of workplace accidents was 14,441. The severe winter, and resulting weather-related accidents, was a major contributor to the increase. At the same time, the number of working days lost per accident was down to 22, which was significantly lower than the previous year. This suggests that the severity of the accidents has decreased.

### Prevention – the key to avoiding occupational injury

Deutsche Post DHL organized a second Group-wide World Safety Day in April 2012 following the success of the 2011 event. World Safety Day 2012 featured a total of 170 different initiatives designed to raise occupational safety awareness among employees, with a focus on “personal protective equipment”. Another World Safety Day is planned for 2013.



As reported earlier, Deutsche Post DHL maintains a Group-wide occupational safety network to facilitate cooperation and exchange among the occupational safety experts throughout the Group. Today this network comprises approximately 140 members in 56 countries and regions.

Examples of work safety initiatives in 2012 include the development of Pedelec delivery bicycles and innovative wheeled containers for parcels. For delivery personnel, special training included bicycle safety, walking safety, as well as tips on how to deal with aggressive dogs.

### **Safety measures for employees abroad**

Another priority area is the safety of our employees deployed abroad. We provide employees with business travel support, as well as additional support for employees (and their families) who have been sent abroad to work for us in high risk countries.

### **Road safety**

We also implemented numerous road safety measures in 2012, including joint initiatives with external organizations, the German Post and Telecommunications Insurance Fund, universities and other major corporations such as Deutsche Telekom. Our membership on the board of the German Road Safety Council (DVR) allows us to share our experience and know-how as a global leader in transport and logistics, and make a contribution to effective road safety policy in Germany.

Through our Corporate Intranet, we provide employees across the Group with extensive information on the subject of road safety. In the reporting year, we continued to expand this information resource, including a thorough review and update of training materials for our drivers.

### **Air safety at DHL**

Our air fleet is inspected regularly according to international safety standards and is subject to the relevant auditing. Our employee trainings in the areas of freight handling and ground services also comply with the strict guidelines defined by organizations such as the International Civil Aviation Organization (ICAO) and trade associations such as the International Air Transport Association (IATA).

### **Safe transport of dangerous goods**

As a leading logistics company, we specialize in the safe transport and handling of dangerous goods and substances in accordance with current regulations. Our dangerous goods management has been developed in line with legal requirements and international dangerous goods regulations and draws on expert knowledge of national and international dangerous goods legislation. Thirteen regional dangerous goods advisors and roughly 900 dangerous goods agents, all specially trained, are on location in the respective branches to guarantee the safe and standard-compliant transport of dangerous goods. We further expanded these training programs over the course of the reporting year.

**900**  
dangerous  
goods agents

### **Counselors lend support in crisis situations**

To help deal with conflicts in the workplace, health problems or other personal problems, our employees in Germany have the option of working in confidence with one of Deutsche Post AG's employee support service counselors. The support counselors are well connected throughout the company and also work closely with external support services. Their work is to aid in healing processes and help employees regain their ability to work. They are also trained to lend support in crisis situations and are qualified to serve as emergency first responders as well as addiction counselors.



## Health management

Our aim is to promote the health and well-being of our employees. To this end, we provide employees with a healthy work environment and organize a wide range of activities to encourage them to adopt a healthy lifestyle. Our Corporate Health Policy is the basis for implementing our health management system throughout the Group. This policy is supported by the [Deutsche Post DHL Forum](#) in the joint statement on health management and occupational safety.

➔ Page 35

### Sickness rate remains stable

The overall sickness rate among Group-wide employees remained stable at 5.2 % (based on a survey representing 73 % of the workforce). In Germany the sickness rate rose 0.2% to 7.6 %. The aging workforce and overall increase in chronic illnesses among employees are increasingly important factors impacting sickness rates.

**5.2 %**  
sickness rate  
(annual average) ✓

### Prevention reduces work-related illnesses

Prevention begins in the workplace. We have established Health Working Groups at our sites throughout Germany, which initiate up to 40,000 health promotion activities each year. These working groups convene three to four times annually and consist of managers, employee representatives, company doctors, occupational health and safety specialists, employee support service counselors and other experts. Together with the employees they go on site to analyze the workplace environment and, as needed, consult a health promotion catalog to select the appropriate measures in areas such as ergonomics, exercise, nutrition and stress reduction. Through the working groups and local health circles, we can reach almost all employees in Germany. Through international health-promotion campaigns and best-practice initiatives, we reach over 50 % of our employees worldwide.

### Global commitment to health

In Germany and around the world, our commitment to the health of our employees goes well beyond legal standards and requirements. This includes systematic health reporting, identifying and promoting best-practice health initiatives, collaborating with other companies committed to health promotion and advising our customers on health management issues, as well as communicating with our stakeholders.

In December 2012, the Deutsche Post DHL Corporate Health Award, already in its fifth year, recognized best-practice health initiatives from across the Group. A process improvement initiative in China, for example, analyzed the work environment with the goal of achieving a holistically healthy workplace. The result was increased productivity, improved sickness rates and a higher level of employee satisfaction. Our prevention program was also successful in Germany, where we were able to increase the efficiency of our activities. For example, employees were trained to become on-site advisors for ergonomics and other workplace health issues. Targeted workshops were also held for both managers and delivery personnel on the topic of "Stress and Relaxation".



We are also heavily involved in a number of health working groups, such as the Global Business Coalition Health or the board of the German Society for Occupational and Environmental Medicine (DGAUM E.V.). As part of networks such as “Enterprise for Health”, we continually measure ourselves against other companies and the progress being made in the area of health management. As one way to address the challenge of chronic diseases in today’s world, we actively participate in international conferences and discuss our role in health promotion and maintenance with health experts, representatives from politics and scientific experts.

In the reporting year, we were once again recognized with the “Move Europe-Partner Excellence” award for our company’s extraordinary commitment to health management.

### **Fighting chronic illness**

A major focus of our activity is the fight against chronic illnesses such as diabetes and cardiovascular disease, which are on the rise even among younger employees. According to the World Economic Forum, these diseases cause 60 to 80 % of deaths around the world and chronic illness will cost the world economy nearly US\$ 47 billion by the year 2030.

We also support the United Nations in the fight against HIV/Aids, malaria, tuberculosis and other diseases. As a member of the Global Business Coalition Health, we are active in HIV/Aids prevention and other initiatives. We also provide special support and educational programs in some of the most severely affected countries such as South Africa, Estonia and Mexico, and mark World AIDS Day by providing Group employees with information on our initiatives and activities in this area.

 [www.gbchealth.org/](http://www.gbchealth.org/)

### **Above-average disease prevention**

In many countries we offer our employees optional preventive medical care. In Germany we offer our employees (regardless of age) a medical check-up, which includes a range of early detection screenings for cardiovascular diseases, musculoskeletal disorders, mental health issues, and vision and hearing disorders. Following the check-up, the company physician initiates further action as needed and provides employees with individual recommendations for maintaining their overall health.

A core element of the fight against chronic illness is promoting physical exercise. Our international initiative “Go by Bike”, for example, combines fitness with environmental protection. In 2012, employees from 20 countries commuted a total of 1,001,710 kilometers to and from work on their bicycles as part of the “Go by Bike” initiative. This is one example of promoting employee health through increased physical activity.



# THE CLIMATE-FRIENDLY COURIER.

New York, the city that never sleeps. It's where Darren Vargas delivers packages – in his eco-friendly and all but noiseless electric delivery van. ▶



The electric van offers an impressive loading capacity despite its diminutive size.



Darren Vargas has been a DHL courier in Manhattan for three years. He says he wouldn't want to work anywhere else.

It's 7:30 AM in the Big Apple. For DHL Express courier Darren Vargas, the day starts with a team briefing and then a short stretching routine to prepare him for the day of work ahead. Conveyor belts lurch to life, bringing the first packages up to the second and third floors where the delivery vehicles are parked. The couriers begin sorting the packages and stowing them in their vans.

Vargas stacks his packages carefully in his van, which he keeps meticulously neat and clean. The van is Vargas's key work tool, and one of the things he likes best about his job. It is a Ford Transit Connect, one of the 30 electric vehicles that DHL Express added to its Manhattan fleet in 2011 – part of the company's GoGreen effort to cut carbon emissions, and also save money on fuel. The other 41 delivery trucks in the Manhattan station were converted to hybrid-electric engines at the same time.

The van is small – just 4.8 meters, compared to the usual 7-meter long trucks that make up the rest of DHL Manhattan's delivery fleet. But the diminutive size has some big upsides. Vargas can squeeze into small parking

spots and nudge into tiny gaps in street traffic. More importantly, the small, agile vans make it easier to avoid causing gridlock; blocking an intersection after the light has changed is an offense punishable by a \$90 fine in New York City.

#### Noise-free through Manhattan

Noise pollution is a huge problem in New York and for a courier like Darren Vargas, one of the most noticeable benefits of driving the electric van is its silence. Unlike most diesel trucks, there is no rumbling engine when the vehicle is at a standstill; no "roar" to life when the ignition is turned on. In fact, for anyone accustomed to driving a regular delivery vehicle, the utterly silent, smooth drive of the electric van is almost disconcerting. No idling, no noise – the battery-charge display on the dashboard the only sign that it is even running.

Vargas turns on soothing classical music on radio as he noses slowly through cross-town rush-hour traffic. It takes him an hour to get to his delivery district, which covers the 32 blocks from 50<sup>th</sup> to 58<sup>th</sup> Streets between Lexington Avenue and the East River. His first



The hand scanner is never quiet: Darren Vargas is on a first-name basis with most every doorman along his 32-block delivery route.

## EXPRESS

approx. **100,000**  
employees worldwide

**2.6** million customers

**36,750**  
service points  
(incl. approx. 2,500 Packstations  
in Germany)

stop of each day is a passport drop-off at the British Embassy. After that, his route is like a non-stop juggling routine: he parks the van, loads up a hand truck or mail-carrying crate, and makes several drop-offs and pickups in nearby buildings. He then returns to the van, moves it a few blocks away, loads the crate or the hand-truck, makes the drops and pickups, and on and on it goes.

The morning is filled mostly with business clients – a stack of envelopes from Asia go to a law firm on 53<sup>rd</sup> and Lexington; a box from France marked 'Fragile, Glass' is delivered to a perfume house at 55<sup>th</sup> and 3<sup>rd</sup> Avenue. He drags a stack of boxes up a set of stairs to a tiny tennis pro-shop on East 51<sup>st</sup>, then rides the freight elevator up to a wine importer on 2<sup>nd</sup> Avenue. In between deliveries, his hand scanner is never quiet. News of new pickups arrives constantly.

### A courier in a city of superlatives

As the day wears on, Vargas collects signatures from receptionists at every type of office found in the Big Apple, from plush and silent penthouse law firms to cramped government

trade bureaus. After three years on the job in Manhattan, he claims to have been inside every single building in his territory.

Lunch is a roast beef sandwich brought from home. Afterward, he and another driver make a trip back to the West Side station to pick up packages arriving from later flights, which they distribute to the rest of the fleet at a meet-up point on Park Avenue. In general, his afternoons involve more private residences.

Vargas's day ends like it began, with a final stop for a pickup of processed passports at the British Embassy. At around 4:30 PM, tired yet satisfied over a good day's work, he starts making his way back across town to the West Side facility, windows rolled up against the noise of traffic, and soothing classical music on the stereo. ◀

**6,800**  
ISO 14001 certified sites

## ENVIRONMENTAL PROTECTION

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**8,500**  
climate-friendly vehicles

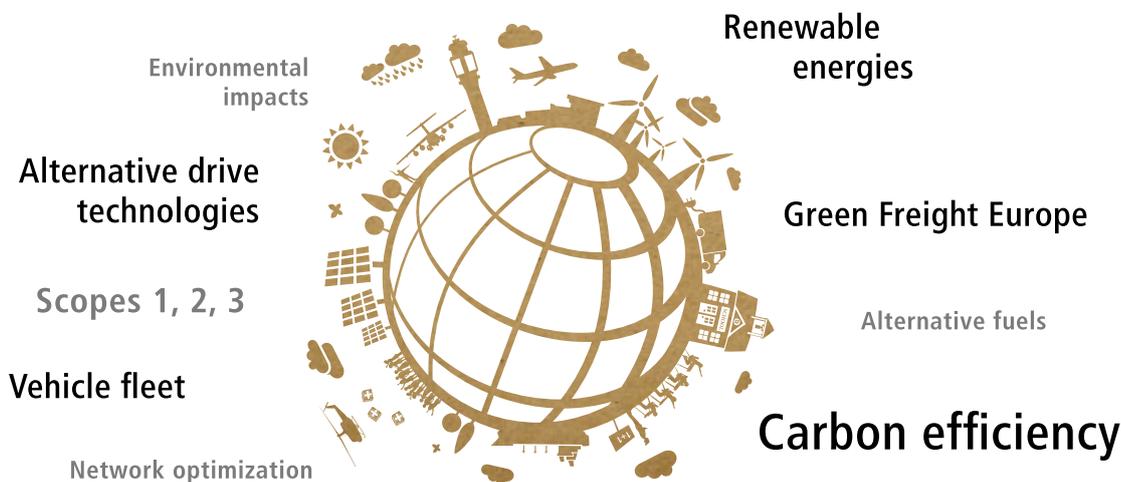
The figures published in this chapter were reviewed by PwC. ✓

**2.4 billion**  
CO<sub>2</sub>-neutral items shipped





# ENVIRONMENTAL PROTECTION



## Environmental management

### Climate protection is our focus

As a global logistics provider, we move goods and information around the world, and we rely on fossil fuels and other sources of energy to cover our energy needs. When burned, these fuels produce the greenhouse gas carbon dioxide (CO<sub>2</sub>). The transport industry is responsible for 13 % of global greenhouse gas emissions.

With the help of our environmental protection program GoGreen we are changing the way we do business by systematically anchoring our environmental goals within the Group and raising our employees' awareness of environmental issues. Our efforts revolve around our carbon emissions, the Group's greatest environmental impact. We calculate our emissions and take measures designed to improve our carbon efficiency. We test innovative technologies and alternative fuels in our fleets and in our networks, for instance. In addition, we have also increased the use of renewable energies in our buildings and facilities. We are also aware of the many other ways our business activities affect the environment, and are undertaking efforts to minimize these as well, with activities targeted at reducing air pollutants, for example, and minimizing noise.

Our green products offer our customers not only a range of standardized services for offsetting carbon emissions but access to our expertise through efficiency-improving consulting services.



 [www.dp-dhl.com/cr-video-gogreen](http://www.dp-dhl.com/cr-video-gogreen)

[www.dp-dhl.com/gogreen-products](http://www.dp-dhl.com/gogreen-products)

To read more about the structure of our environmental protection program and the integral role it plays within the Group, please see the chapter "The Group". The following pages report on our most important activities for attaining our environmental goals.

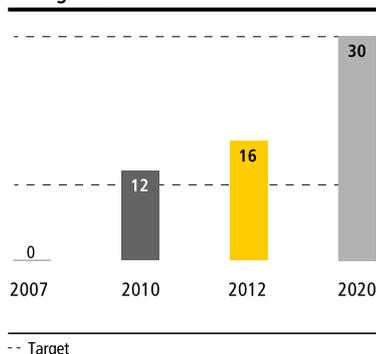
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### Ambitious climate protection target for 2020

By the year 2020 it is our goal to reduce the CO<sub>2</sub> emissions for every letter and every parcel delivered,

Carbon efficiency improvement through 2020

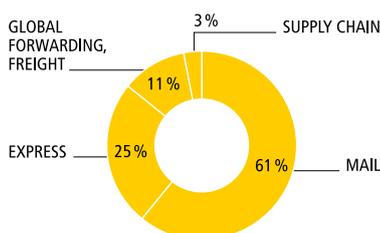


every tonne of cargo transported and every square meter of warehouse used by 30 % compared to our 2007 levels. This ambitious target also includes the emissions of our subcontracted transport providers, which account for the largest share of the Group's emissions. Measuring our emissions and establishing operational KPIs is therefore central to our efforts in managing emissions where it is needed most and with just the right measures and tools. We are also actively involved in developing emissions calculation standards and in other leading-edge initiatives in this area.

### More than half of our sites are now ISO 14001 certified

In 2012, we continued with the implementation of environmental management systems based on ISO 14001 throughout the Group. Doing so ensures that our environmental targets are upheld at the site level, with environmental standards integrated into a single framework or management system. At present, 6,800 (54 %) of approximately 12,500 sites are now certified as being compliant with the ISO 14001 standard.

ISO 14001 certified sites<sup>1</sup>



We have adjusted the reporting of ISO 14001 data to our internal management process in 2012 and will therefore no longer be publishing the number of employees working at these sites.

<sup>1</sup>Based on a survey

## DRIVING DIALOGUE ON THE ENVIRONMENT

### Helping to advance new standards for carbon emissions

We take an active part in the development of standards for quantifying greenhouse gas emissions and in promoting emissions management. We road tested, for instance, the new Greenhouse Gas Protocol (GHG Protocol) standard developed by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI). We also serve on various committees and task forces in the ongoing effort to establish common, industry-specific metrics for measuring carbon emissions worldwide. The Group was involved in the development of the recently published standard EN 16258, for instance, which established for the first time a common methodology for calculating emissions for the transport industry.



[www.ghgprotocol.org](http://www.ghgprotocol.org)

### Trailblazing road freight transport initiative launched

In March 2012 we joined forces with customers and competitors alike to launch the Green Freight Europe (GFE) initiative, which now has over 90 participating member companies and enjoys the support of several national and European industry organizations. Together the members strive to make GFE the leading program for reducing road freight transport emissions throughout Europe and as such, lend greater transparency to the carbon efficiency of road transport services of its members. The collaboration of logistics companies, carriers and shippers also drives sustainable procurement practices by making sure that particularly eco-efficient subcontractors receive special consideration. Our participation in GFE supports us in reaching our own efficiency targets.



[www.greenfreighteurope.eu](http://www.greenfreighteurope.eu)



### Commitment to developing alternative aviation fuels

As one of the founding members of the science and research platform aireg e. V. we actively promote the development of alternative fuels in aviation along the entire SUPPLY CHAIN and their use within the Group. In support of the aviation industry's global commitment to carbon-neutral growth by the year 2020 and to reducing its carbon footprint to half of 2005 emissions by the year 2050, the aireg initiative has set a goal of achieving a 10 % admixture of alternative aviation fuels in Germany by the year 2025.



[www.aireg.de/en/](http://www.aireg.de/en/)

## Climate protection

For us, our most effective contribution to the environment lies in the reduction of carbon emissions. In our environmental strategy this follows a continuous improvement process of creating transparency on carbon emissions and addressing the major fields of emissions with dedicated efficiency levers. The following section of this report presents our system for measuring both direct (scope 1) and indirect (scopes 2 and 3) carbon emissions as well as our carbon efficiency measures.

### MEASURING OUR CO<sub>2</sub> EMISSIONS

#### Our calculation methodology

We calculate our CO<sub>2</sub> emissions according to the internationally recognized GHG Protocol Corporate Standard and in accordance with the requirements of the European Emissions Trading System (EU ETS) and the ISO 14064 standards. We collect the following data:

- Direct emissions (scope 1) from fuel combustion in owned or controlled sources
- Indirect emissions (scope 2) generated by the production of the energy we purchase, such as electricity
- Other indirect emissions, such as those generated by emissions from third-party transportation (scope 3).

#### Improvements in data quality and management achieved

Advancements made in both our Carbon Accounting System and KPI structure over the course of the reporting year have made the process of attributing emissions to their proper sources more transparent. This in turn has made it possible to direct our measures more effectively for a more sustainable contribution to reducing carbon emissions. This also applies to the carbon emissions of our subcontractors.

The Group's own emissions (scopes 1 and 2) are calculated in our internal financial system using monthly energy and fuel consumption data as well as data from flight logs. Since we are unable to access direct consumption data for our scope 3 emissions, we rely on model calculations that are based on our own operational data and allow for adequate emissions factors for the various modes of transport.

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- ➔ Page 64
- ➔ Glossary, page 90

#### Green Freight Europe (GFE) to bring greater transparency to scope 3 data

Our efforts to improve our carbon efficiency hinge on our ability to manage scope 3 data effectively. This is a challenge in the road transport segment due to its high number of subcontractors and complex ownership structure. During the reporting year, we worked with GFE to develop and pilot a system for capturing and measuring scope 3 data. A number of GFE partners including ourselves have been using this tool since the start of 2013 to share data.



### New calculation methods tested and ready for implementation

The new GHG Protocol standards for the structured calculation of corporate value chains and product life cycles and the introduction of EN 16258 both expand the scope of carbon accounting to include upstream emissions of fuels. In addition, the GHG Protocol Corporate Value Chain Standard also accounts for other indirect emissions from sources such as capital goods and waste disposal. These extensions were successfully tested via manual calculation during the reporting year:

- Inclusion of CO<sub>2</sub> equivalents: Both the GHG Protocol and EN 16258 standards expand the carbon accounting scope to include CO<sub>2</sub> equivalents (CO<sub>2</sub>e). We therefore collect data on other greenhouse gases as well, such as methane and nitrous oxide (laughing gas). Expanding the scope from CO<sub>2</sub> to CO<sub>2</sub> equivalents adds about 2 % (0.5 million tonnes CO<sub>2</sub>e) to our greenhouse gas inventory.
- Accounting for the upstream fuel supply chain: In addition to the emissions resulting from our own fuel combustion, we will now be accounting for upstream emissions of fuels, i.e. those produced by our suppliers during fuel extraction, production and transport. According to a study conducted within the Group, our current reporting of scopes 1, 2 and the scope 3 reporting categories “subcontracted transport services” and “business travel” account for 75 % of our total greenhouse gas emissions. Including the upstream fuel supply chain, our reporting covers 90 % of our total emissions. The calculation of these aspects will be automated within our Carbon Accounting System in 2013.

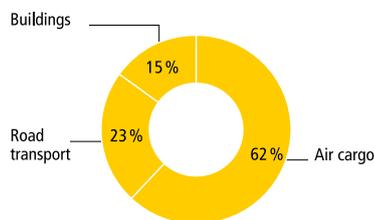
### Emission levels remain stable despite strong business growth

In the reporting year, our scopes 1 and 2 emissions totaled 5.37 million tonnes of CO<sub>2</sub> (previous year: 5.30 million tonnes of CO<sub>2</sub>). Despite the fact that less energy was used in our buildings and less fuel was used in road transport, there was still a slight increase in our direct CO<sub>2</sub> emissions. This was primarily because of significantly increased customer demand for EXPRESS air shipments, which we

handle largely ourselves, as well as our new Standard Forwarding service in the US, which operates a large vehicle fleet. For a look at the development of our fuel consumption data, please refer to the section on our fleet efficiency measures; data on our energy use can be found in the section on our buildings and facilities.

#### CO<sub>2</sub> emissions 2012 (Scopes 1, 2) ✓

Total: approx. 5.37 million tonnes



Scope 3 emissions amounted to 22.67 million tonnes of CO<sub>2</sub> in 2012 (previous year: 22.61 million tonnes of CO<sub>2</sub>; this figure was adjusted due to a more precise calculation method). Business travel was responsible for 0.05 million tonnes of these scope 3 emissions (previous year: 0.05 million tonnes of CO<sub>2</sub>).

### Emissions now presented by scope and by division

Despite strong business growth, our carbon emissions across all three scopes increased a mere 0.5 % in 2012 as compared to 2011. While emissions in the MAIL and EXPRESS divisions increased, they decreased in the GLOBAL FORWARDING, FREIGHT and SUPPLY CHAIN divisions. Reasons for this slight increase are addressed in the section on our Carbon Efficiency Index.



Our total emissions therefore increased by 0.13 million tonnes of CO<sub>2</sub> to 28.04 million tonnes of CO<sub>2</sub> (previous year: 27.91 million tonnes of CO<sub>2</sub>). The 2011 figure was adjusted due to a more precise calculation method. Our total carbon emissions are generated primarily from fuel consumption in our fleets and by our subcontractors, and energy consumption in our buildings and facilities.

#### CO<sub>2</sub> emissions by division and scope in 2012 ✓

million tonnes of CO <sub>2</sub>	Total CO <sub>2</sub> emissions	Scope 1	Scope 2	Scope 3
<b>Group<sup>1</sup></b>	<b>28.04</b>	<b>4.80</b>	<b>0.57</b>	<b>22.67</b>
MAIL	1.16	0.33	0.05	0.78
EXPRESS	9.00	3.64	0.18	5.18
GLOBAL FORWARDING, FREIGHT	16.19	0.16	0.06	15.97
SUPPLY CHAIN	2.09	0.64	0.22	1.23

<sup>1</sup> After consolidation of scope 3 emissions from intercompany business activities, including Corporate Center/Other.

#### Carbon efficiency improvement of 16 % already achieved

In the reporting year, we managed to improve our overall Carbon Efficiency Index by 2 points, achieving an index value of 84 (previous year: 86). This means that compared to the 2007 baseline, we have improved our carbon efficiency by 16 %, putting us well on track to achieving our 2020 target of 30 %.

One of the main drivers was the efficiency improvements in the EXPRESS network, which were the result of aircraft modernization measures in both our own fleets and in those of our partners.

SUPPLY CHAIN was also successful in implementing various efficiency-improving abatement measures. In addition, efficiency gains were also realized from the disposal of transportation business in North America, which transpired in the second quarter of 2011. ➔ AR 2012, p. 146

Our MAIL division also saw slight carbon efficiency improvements due to efficiency increases in road and air transport.

GLOBAL FORWARDING, FREIGHT managed to keep its index value at a stable level despite general efficiency losses in the airfreight industry. These losses were fully compensated by strong efficiency gains in the ocean freight business as well as improvements in road freight. Ocean freight efficiency gains were driven by slow steaming and newer vessels.

#### Development of carbon efficiency ✓

Index points	2007	2008	2009	2010	2011	2012
<b>Group<sup>1</sup></b>	<b>100</b>	<b>98</b>	<b>93</b>	<b>88</b>	<b>86</b>	<b>84</b>
MAIL <sup>2</sup>	100	83	85	82	76	76
EXPRESS <sup>3</sup>	100	92	80	74	72	70
GLOBAL FORWARDING, FREIGHT <sup>4</sup>	100	100	98	93	93	93
SUPPLY CHAIN <sup>5</sup>	100	103	105	90	81 <sup>6</sup>	74 <sup>6</sup>

<sup>1</sup> As carbon efficiency is managed across all three scopes, the Carbon Efficiency Index is no longer differentiated by scope.

<sup>2</sup> Change in main reference base: Instead of CO<sub>2</sub> per letters/parcel, we now measure CO<sub>2</sub> per liter (physical volume). The view over time has been adjusted to reflect this new calculation method.

<sup>3</sup> Main reference base: CO<sub>2</sub> per tonne-km or TEU (20-foot equivalent units)-km.

<sup>4</sup> Main reference base: CO<sub>2</sub> per tonne-km or tonnes of handled shipments.

<sup>5</sup> Main reference base: CO<sub>2</sub> by revenue after adjusting for inflation.

<sup>6</sup> Includes effects from the disposal of the transport business in North America from 2011 (Q II).



## EFFICIENCY IMPROVEMENT MEASURES

### Carbon efficiency measures lower fuel consumption

Goods are moved by our divisions using a variety of different modes and types of transport. By evaluating our carbon footprint figures, we are able to develop and implement targeted measures that allow us to reduce both fuel consumption and energy use. In the reporting year, we focused on improving the management of our subcontracted air, ocean and road transports as well as our subcontractor procurement processes.

Our carbon efficiency measures have helped continuously reduce fuel consumption in our road transport business. The sharp increase in customer demand within our express business, however, caused a slight rise in fuel consumption in our air transport business. Our fleet modernization efforts are unable to fully offset such effects.

#### Fuel use for transportation ✓

		2010	2011	2012
<b>Total aviation fuel (kerosene)</b>	m kg	<b>895.0</b>	<b>1,019.1</b>	<b>1,059.0</b>
<b>Total liquid road fuels</b>	m liters	<b>494.9</b>	<b>476.4</b>	<b>472.3</b>
Gasoline		38.4	37.4	37.0
Biodiesel		0.9	1.5	1.8
Bioethanol		5.8	1.2	0.3
Diesel		448.2	435.3	432.3
LPG (liquefied petroleum gas)		1.6	1.0	0.9
<b>Total gaseous road fuels</b>	m kg	<b>1.2</b>	<b>1.4</b>	<b>2.2</b>
Biogas		0.1	0.2	0.4
CNG (compressed natural gas)		1.1	1.2	1.8

### Flexible implementation of carbon efficiency measures

We rely on a broad range of targeted measures to reduce the carbon emissions for every letter, parcel, pallet and container transported within our networks. Measures are determined based on principles of economy as well as on optimal emissions reduction scenarios. In the interest of maintaining the quality of our services, we also choose and implement technologies based on operational factors such as mileage, capacity and driving profile. The process of renewing the fleet and optimizing our logistics networks is ongoing and as such, helps drive continual carbon efficiency improvements. The Group's [corporate guidelines](#) and [codes of conduct](#) provide clear direction for these efforts.

➔ Pages 27 f.

Our efficiency improvement measures are divided into two categories: measures aimed at reducing energy consumption ("Burn Less"), and measures focused on the use of alternative fuels ("Burn Clean").

#### Climate protection: Efficiency improvement measures at Deutsche Post DHL

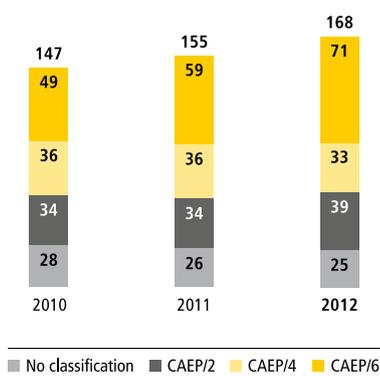
	Vehicles	Buildings	Aircraft
<b>Burn Less</b> Reduce energy consumption	<ul style="list-style-type: none"> <li>Aerodynamics optimization</li> <li>Engine modifications</li> <li>Introduction of telematic systems</li> <li>Use of hybrid drive systems</li> </ul>	<ul style="list-style-type: none"> <li>Use of energy-efficient lighting</li> <li>Installation of energy-saving lighting control systems</li> <li>Refurbishment of heating and air conditioning systems</li> </ul>	<ul style="list-style-type: none"> <li>Modernization of air fleet</li> </ul>
<b>Burn Clean</b> Use of alternative energy sources	<ul style="list-style-type: none"> <li>Use of alternative fuels</li> <li>Use of green electricity for electric vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Use of electricity from renewable sources (green electricity)</li> <li>Introduction of biogas</li> </ul>	<ul style="list-style-type: none"> <li>Use of alternative fuels (currently not applicable)</li> </ul>



### Modernization of our air fleet continues

Our EXPRESS division operates a dedicated air fleet comprising 168 aircraft (previous year: 155). During the reporting year, we continued to increase our intercontinental capability in order to improve the service level offered on the key lanes between Europe, Asia and the Americas. We also rely on the capacities of third-party providers to answer demands.

Aircraft – by nitrous oxide (NO<sub>x</sub>) emission standards



We operate our aircraft fleet with both economical and ecological aspects in mind. In the United States, for instance, we replaced the old Douglas DC-8s with newer, more fuel-efficient Boeing 767s in the reporting year. In addition, we now deploy two Boeing 747-800s on the high-frequency route between Hong Kong and Cincinnati. This modern and efficient freighter aircraft offers more cargo capacity than similar gauge aircraft and burns significantly less fuel.

### Partner management in ocean transports

Our GLOBAL FORWARDING, FREIGHT division, which handles the Group's ocean freight business, continued to develop its Green Carrier Scorecard tool in the reporting year. The Carrier Scorecard provides information on the ocean carriers' environmental performance, including carbon emissions figures, as well as network performance. The Green Carrier Scorecard is an important lever for incorporating environmental aspects into our subcontractor management.

### Road tests confirm strategic approach

Deutsche Post DHL's road fleet of approximately 80,000 vehicles consists mainly of commercial vehicles classified as either "small commercial vehicles", "light trucks" or "heavy trucks". In 2012, some 4,000 vehicles with innovative, climate-friendly technologies were added to the fleet, thus increasing the fleet's total number of eco-efficient vehicles to 8,500. This development is set to increase in the future. Pilot programs provide valuable insights into the newest technologies and their suitability for use in our operations and help us develop and hone our technology strategy. Our customers also benefit from our innovation expertise, which is directly translated into our range of green products.

➔ Glossary, page 90

**8,500**  
"green" vehicles ✓

### Heavy trucks responsible for 4/5 of total fuel use

Heavy trucks, which are used for long-haul transports and known for their fairly low fuel economy, are responsible for the lion's share of road transport emissions. We were able to reduce these emissions by optimizing aerodynamics, modifying engine control systems, using alternative drive systems and fuels and special driver training programs. Our fleet in England, for example, is already fitted with 1,001 aerodynamic "teardrop" trailers; we also intensified the use of natural gas within our US fleet with the investment of 22 natural gas trucks.

➔ Glossary, page 90

### Alternative drive systems tested in light trucks

In the short term, the carbon efficiency of light trucks, which are used primarily for regional transports, can be optimized through aerodynamic modifications, the use of fuel-efficient automatic drive systems and by limiting their maximum speed to no more than 85 km/h (in the United Kingdom and Germany). As of the reporting year, these measures were made standard throughout Germany in particular. Alternative technologies such as hybrid or natural gas drive systems, which can be introduced over the medium term for even greater efficiency wins, are currently being developed and tested by



Deutsche Post DHL in collaboration with both manufactures and suppliers. One of the highlights in 2012 was the introduction of the world’s first “range extender” truck. The vehicle, with its completely electric drive system that is kept powered by an electricity-generating diesel engine, has helped cut fuel consumption by more than 20 %.

### Non-conventional drive systems used in short and medium haul segment

We use small commercial vehicles such as vans predominantly for our pickup and delivery routes. Despite the fact that they make up the largest portion of our fleet, their share in our carbon emissions is comparatively low due to the short distances they travel and their relatively low fuel consumption. Deployed primarily in cities, where reductions in both local emissions and noise are generally expected, the use of green technologies in this particular vehicle segment is an important step in establishing sustainable logistics solutions.

We are therefore intensifying our use of electric delivery vehicles which are ideal for frequent stops and starts particularly for deliveries within Germany and for express deliveries in urban areas. All of our electric vehicles are powered by green electricity. The combination of emissions-free operation and the use of renewable energies makes these vehicles a particularly climate-friendly and sustainable choice. One of the milestones reached in the reporting year was the presentation of an electric-powered commercial vehicle, for our combined delivery service, which was developed with a consortium of small and mid-size suppliers under the direction of RWTH Aachen University. We will start testing a small series of these vehicles in 2013.

For our medium-haul segment, which is covered primarily by our global express business, our efforts are focused on increasing the use of gas-based fuels in our fleets. Biogas produced from waste materials currently shows the greatest potential in this area. We made significant headway in our efforts to expand our environmentally-friendly fleet, with natural gas vehicles being introduced to our networks in Mexico (15 vehicles) and LPG vehicles in the gasoline dominant North American market (100 vehicles).

[www.dp-dhl.com/streetscooter](http://www.dp-dhl.com/streetscooter)

Glossary, page 90

### Road vehicles with alternative drive systems (based on survey)

	2010	2011	2012
Electric/Fuel cell	28	131	149
Hybrid drive	46	112	197
Liquefied biofuels	10	12	6
CNG (compressed natural gas)/Biogas	684	761	852
LPG (liquefied petroleum gas)	256	179	279
Ethanol/Bioethanol	274	379	302
Dual fuel		23	49
<b>Total</b>	<b>1,298</b>	<b>1,597</b>	<b>1,834</b>



### Success with smart and efficient building technologies

With a total of 12,000 sites worldwide, our buildings and facilities – from warehouses and hubs to office buildings – are purpose-built. Given their differences, it is impracticable to apply a blanket building efficiency standard across all of our sites. This is why we rely on a variety of different efficiency measures that reflect the individual requirements of our business operations. In the reporting year, we focused on equipping our sites with energy-saving lighting systems and installed the first systems featuring intelligent heating and cooling technologies. In order to actually achieve carbon improvements, however, these systems must be operated correctly. With this in mind, our employees receive regular training in their use and operation and are educated on the overall importance of our emissions-reducing efforts.

**13 %**  
reduction in energy  
use since 2010 ✓

Thanks to these measures we were able to lower energy consumption in our buildings and facilities in the reporting year by 6 % compared to the year previous. The success of these measures is documented in the following table on energy use.

#### Energy use in buildings and facilities ✓

million kWh	2010	2011	2012
<b>Total energy use</b>	<b>3,595</b>	<b>3,317</b>	<b>3,127</b>
thereof Standard electricity	1,225	1,118	992
100 % green electricity	733	719	745
District heating	222	182	185
Heating oil	283	229	242
Natural gas	1,045	905	864
Liquefied petroleum gas (LPG)	78	156	91
District cooling	9	9	8

With regard to the use of sustainable resources, we concentrate on the use of electricity from renewable energy sources (“green electricity”), biogas and, wherever regionally tenable, rainwater. The share of green electricity used throughout the Group increased 3 % to 42 % (previous year: 39 %) in the reporting year. Due to prevailing circumstances, we were unable to reach our ambitious goal of increasing this number to 60 %. For this reason, the situation will be reassessed in the first half of 2013, at which time a new target timeframe will be set.

## Green products

Our green products and solutions are designed to help our customers reach their own environmental targets. We currently have three products on offer: Carbon Neutral, Carbon Report and Green Optimization.

### Offsetting emissions with Carbon Neutral

With the product Carbon Neutral we offset our customers’ CO<sub>2</sub> emissions generated by the transport of their shipments through officially recognized carbon credits. Business customers receive an official report documenting the total amount of carbon offset. This standard product is used primarily by our customers in the MAIL and EXPRESS divisions.

The number of carbon-neutral mail, parcel and express shipments in the reporting year increased to 2.41 billion (previous year: 1.86 billion); this represents a 30 % rise over the previous year’s figures. In terms of tonnage, a total of 179,683 tonnes of carbon were offset in 2012, a 34 % increase over the previous year.

**180,000**  
tonnes of CO<sub>2</sub> offset



### Carbon Report provides insight into carbon emissions levels

The product Carbon Report provides customers with a standardized report of their CO<sub>2</sub> emissions generated by their Deutsche Post DHL transports. Though relatively new, this product is increasingly popular across all of our divisions, demonstrating the growing environmental awareness among our customers. This individually customizable product is used primarily by our customers in the EXPRESS, GLOBAL FORWARDING, FREIGHT and SUPPLY CHAIN divisions.

We offer an additional reporting product for our customers in the GLOBAL FORWARDING, FREIGHT division – the Carbon Dashboard, an online version of the Carbon Report. The product's special simulation feature helps customers understand the relationship between their carbon footprint and their choices of transport mode and product type.

In the reporting year we focused on standardizing the calculation methodologies used for the Carbon Report product throughout the Group. The standards used by our divisions are now the same as those used for the calculation of our own carbon emissions. The calculation method and tools used in the EXPRESS and GLOBAL FORWARDING, FREIGHT divisions are verified based on the principles of ISO 14064.

### Green Optimization along the entire supply chain

With a focus on our customers' supply chains, our carbon consultancy product Green Optimization draws on extensive expertise in the area of carbon efficiency improvement to identify measures along their supply chains with the greatest carbon reducing potential. We also implement the solutions once selected. This product is utilized primarily by customers in our SUPPLY CHAIN division.

#### Green products by division in 2012

Product	Division	
<b>Carbon Neutral</b> <sup>1</sup>		<b>CO<sub>2</sub> offset (tonnes)</b>
	MAIL	143,600
	EXPRESS	31,377
	GLOBAL FORWARDING, FREIGHT	3,700
	SUPPLY CHAIN	320
<b>Carbon Report</b>		<b>CO<sub>2</sub> reported (tonnes)</b>
	EXPRESS	57,026
	GLOBAL FORWARDING, FREIGHT	945,212
	SUPPLY CHAIN	198,668
<b>Green Optimization</b> <sup>2</sup>		<b>CO<sub>2</sub> reduced (tonnes)</b>
	SUPPLY CHAIN	19,585

<sup>1</sup> Previously "Carbon Offset"

<sup>2</sup> A consolidation of the products "Carbon Consultancy" and "Carbon Reduction"



### First carbon credits from Group's own climate protection project

In addition to the emissions credits offered through external climate protection projects and programs, as of 2013 we will start generating carbon credits from our very own climate protection project in Lesotho, where we distribute "SAVE80" wood-burning stoves together with the climate protection organization atmosfair and local partners. Households in Lesotho with these stoves use up to 80 % less firewood, helping not only to reduce erosion and deforestation but to protect the country's biodiversity. In the interest of meeting the growing demand for quality carbon credits as well as diversifying our portfolio, we added two new climate protection projects in Cambodia and Uganda in the reporting year.

Emissions calculations and carbon offsetting data are verified annually by the leading international independent certification organization Société Générale de Surveillance (SGS) in accordance with ISO 14064 standards.

[www.dp-dhl.com/pr-climate-protection-project](http://www.dp-dhl.com/pr-climate-protection-project)

## Non-carbon aspects

Aside from carbon emissions, our business impacts the environment through local air pollutants, waste production and our use of water and paper. Unlike the global impact of carbon emissions, these environmental factors typically impact the environment at the local level. These issues are addressed through our environmental management systems.

Page 33

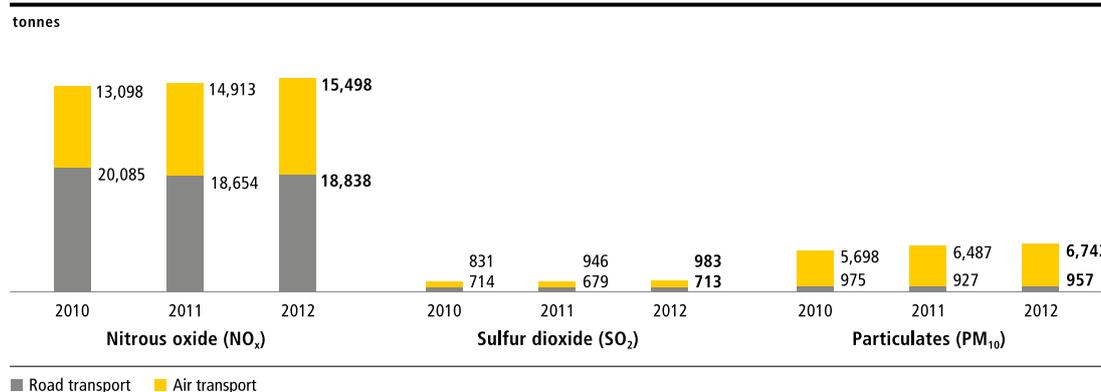
These non-carbon impacts are managed at the site or country level. Potential risks that have been identified through these channels are recorded and reported in detail in the Group's Risk Report found in our Annual Report.

AR 2012, page 93

### Reducing local air pollutants

The combustion of both fossil fuels and biofuels to power aircraft, vehicles and buildings not only generates CO<sub>2</sub> emissions but also local air pollutants such as nitrous oxides (NO<sub>x</sub>), sulfur dioxide (SO<sub>2</sub>) and particulate matter (PM<sub>10</sub>). These pollutants typically affect a relatively limited area close to where they are produced, and can have a serious effect on people's health as well as on plants and animals. Our Group-wide energy efficiency measures, together with our ongoing fleet renewal initiative, are helping to minimize our emissions of local air pollutants.

#### Emissions of local air pollutants<sup>1</sup>



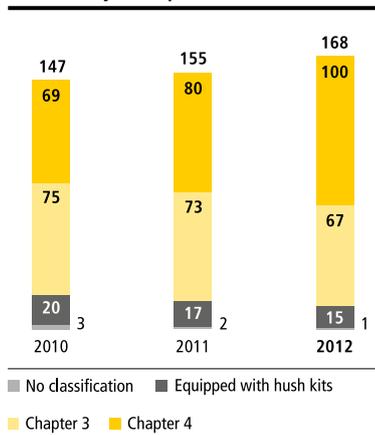
<sup>1</sup> Calculations are based on actual consumption data, the emission factors published by the US Environmental Protection Agency as well as air pollutant factors published in the EMEP/EEA Air Pollutant Emission Inventory Guidebook (2009).



### Modernized fleet and high maintenance standards reduce noise pollution

Most of our larger facilities require quick access to transportation networks and are therefore located outside residential areas. If buildings or facilities are located in or near to residential areas, local management is expected to work with residents and other stake-

Aircraft – by noise pollution standards ✓



holders to ensure that noise emissions from our operations are kept to an acceptable minimum.

Our high maintenance standards for our vehicle fleet help to minimize noise. This is supported by investments in new alternative-powered vehicles, which further reduce noise pollution from our road transport operations. Since noise pollution can be a particular burden for residents living near an airport, especially at night, we remain committed to meeting the most stringent noise pollution standards set by the International Civil Aviation Organization (ICAO) when modernizing our air fleet. During the reporting year, we made considerable investments in modernizing our fleet, increasing the number of aircraft compliant with the strictest noise standard ICAO Chapter 4 by approximately 25 % to 100 (previous year: 80 aircraft).

➔ AR 2012, pages 44 ff.

### Paper is an important natural resource

We are committed to the principles of sustainable forestry. Our Group Paper Policy regulates the use and procurement of paper throughout the entire company. Please refer to the procurement section of this report for further details.

➔ Page 33

### Priority set on reuse – then recycling and disposal

At Deutsche Post DHL, waste is primarily generated from packaging used in customer shipments, particularly cardboard, plastic shrink wrap and wood from pallets. Another source of waste is paper from our offices and facilities. This is expected to decrease significantly, however, as the electronic processing of data continues to increase and documentation continues to shift from paper-based to online.

We generate little to no waste from the maintenance of our vehicle and aircraft fleets. By outsourcing these tasks to manufacturers or third-party maintenance service providers, we ensure that they are carried out in the most resource-efficient manner. Similar arrangements are in place for the maintenance and disposal of our IT and communications equipment. Good environmental practice forms an integral part of our maintenance contracts for both vehicles and IT equipment.

Our SUPPLY CHAIN division provides its global customers with effective and cost-efficient waste management, waste reduction and recycling services and solutions.

### Local water management and global responsibility

Due to the nature of our core business, water consumption does not share the same importance as our carbon emissions in terms of our global impact. Nevertheless, sites with environmental management systems still work to implement measures designed to minimize water use whenever possible.

➔ Page 60



The cleaning of our fleets as well as aircraft de-icing is handled mostly by specialized third parties. At our offices, water is used primarily for drinking and sanitation. Water is primarily obtained from municipal suppliers and disposed of via public sewage systems. Sites that are ISO 14001 certified are required to have emergency preparedness and response procedures in place to minimize environmental damage in case of spills or emergencies.

 [www.dp-dhl.com/  
aircraft-deiceing](http://www.dp-dhl.com/aircraft-deiceing)

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### **Recognizing the importance of biodiversity**

Biodiversity is a term used to refer to the variety of species and ecosystems found on our planet. Direct measures to protect the Earth's biodiversity serve to maintain and expand protected areas as well as species diversity. Indirect measures to protect biodiversity include consciously avoiding activities that negatively impact ecosystems. We take these aspects into account as part of our normal course of business. We take bird-friendly building design into account, for example, when planning new structures. Our climate protection project in Lesotho helps reduce deforestation and the associated soil erosion. And the Group's policy on the use of alternative fuels also takes into account the principles of biodiversity. Furthermore, we recognize and support the targets set by the Convention on Biological Diversity.

# CORPORATE CITIZENSHIP

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# CORPORATE CITIZENSHIP



## A valuable contribution to society

As part of the communities in which we conduct business, our Corporate Strategy includes a commitment to social issues beyond the boundaries of our own operations. Through our Group-wide programs GoHelp and GoTeach we focus our CR activities on disaster management and education. Along with financial support, we also contribute our know-how, the extensive experience of our employees and the power of our global network. We actively support existing employee volunteer efforts, encourage others to get involved for the first time, and collaborate closely with non-profit organizations around the world.

## Disaster management (GoHelp)

### A partner the United Nations can depend on

Smart, comprehensive prevention measures and a state of constant preparedness are absolutely indispensable to ensuring fast and effective assistance in the event of a disaster. At the core of the Group-wide GoHelp program is the strategic disaster management partnership with the United Nations (UN), which has made Deutsche Post DHL an important player in the worldwide humanitarian community. When called upon by the UN, we support global relief efforts by volunteering our logistics expertise, our global network and the personal commitment of our individual employees.

 [www.dp-dhl.com/responsibility](http://www.dp-dhl.com/responsibility)

### PREVENTING AIRPORT BOTTLENECKS (GARD)

#### Ensuring the sustained success of GARD training

With our Get Airports Ready for Disaster (GARD) program, our air logistics experts work closely with the United Nations Development Programme (UNDP) to prepare airport officials and government disaster management authorities for the logistical challenges of a disaster response operation. We also conduct thorough risk assessments of airports in disaster prone regions.

 [www.dp-dhl.com/cr-video-gard](http://www.dp-dhl.com/cr-video-gard)



Over the course of the reporting year, three workshops were held in Lebanon, Turkey and Indonesia for approximately 80 participants. We also conducted a refresher course – called “GARD plus” – for the first time in 2012 at the Beirut airport in Lebanon. The primary aim of the course is to help deepen the integration of the initial workshop results. For 2013 we are planning workshops in El Salvador, the Philippines and Armenia, as well as one GARD plus.

 [www.dp-dhl.com/cr-gard](http://www.dp-dhl.com/cr-gard)

## DISASTER RESPONSE: ON THE GROUND WITHIN 72 HOURS

### On-site logistics support when disaster strikes (DRT)

In cooperation with the UN Office for the Coordination of Humanitarian Affairs (OCHA), we have established a global network consisting of over 400 specially trained employees who volunteer their time to be a part of our Disaster Response Teams (DRT). On call for deployment in the Americas, the Middle East/Africa and Asia Pacific, once our support has been requested by the United Nations, our DRT teams can be on the ground and operational at a disaster-site airport within 72 hours. The DRTs provide logistics support such as unloading cargo planes and warehousing and inventory of the incoming relief supplies at no charge. Through their work, our teams make sure that disaster relief organizations can get warm blankets, food and medication to those in need effectively and quickly.

 [www.dp-dhl.com/cr-video-drt](http://www.dp-dhl.com/cr-video-drt)

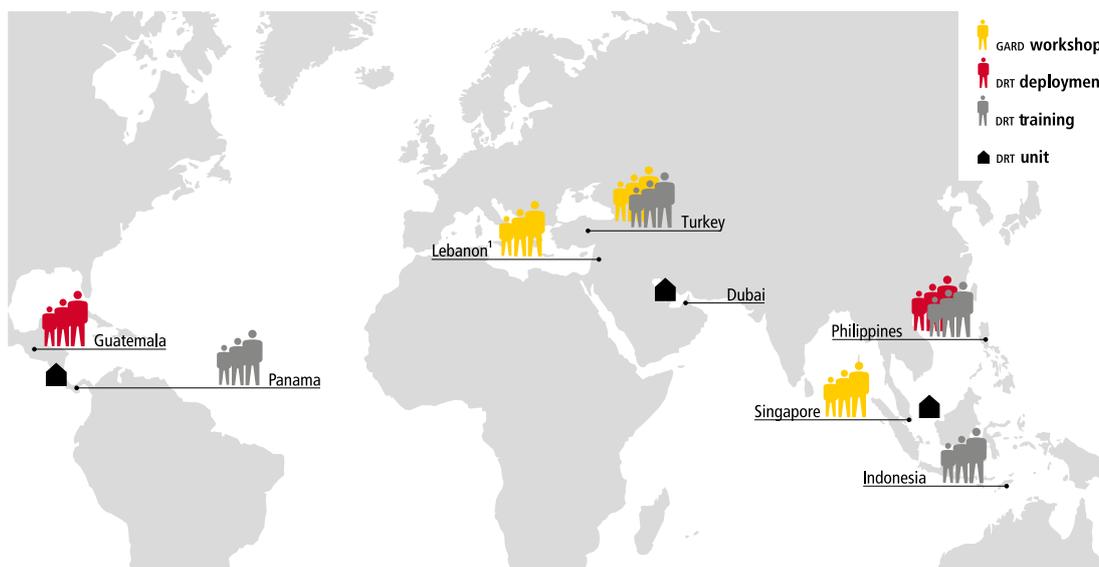
In the reporting year, one of our DRTs was deployed to Guatemala. Over the course of the nine day deployment, 59 of our employees helped handle 70 tonnes of relief supplies. As part of a deployment in the Philippines, eight employees provided support to a local relief organization over a four day period.

We offer regular training courses for our DRT members to ensure that they are deployment-ready and able to meet UN standards at all times. These courses include training in disaster management fundamentals, warehouse management and any other focus areas identified by Deutsche Post DHL, the UN and the participating relief organizations. In 2012, more than 120 employees took part in a total of four DRT trainings. For the coming year, we are planning at least one training for each DRT region.

 [www.dp-dhl.com/cr-drt](http://www.dp-dhl.com/cr-drt)

We currently have bilateral memoranda of understanding with 11 countries in disaster prone regions. With such agreements in place, future DRT deployments can be executed without bureaucratic delays. As stipulated in the memorandum of understanding, the governments can also contact us directly to request the services of our DRTs. No new memoranda of understanding were signed in the reporting year.

### Disaster management (GoHelp) in 2012



<sup>1</sup> GARD plus was also conducted in Lebanon.



Frank Appel with Wendy Kopp, CEO and co-founder of Teach For All

## Education – The Foundation of Prosperity

As part of its GoTeach program, Deutsche Post DHL engages in advocating educational equity and improving employability worldwide. One partner in this effort is Teach For All. Frank Appel and Wendy Kopp talk about the challenges and the importance of education. Both call on society to assume responsibility for the next generation.

**Ms. Kopp, the Teach For All organization has entered its sixth year: What are the major hurdles facing educational opportunity worldwide?**

**Wendy Kopp:** Nothing is more fundamental to our economic prosperity and many other issues as well – from national security to environmental sustainability – than a proper education. All over the world, socioeconomic background predicts educational outcomes. It doesn't have to be this way – we can expand educational opportunities and decrease disparities.

**Frank Appel:** Politicians often argue with tight budgets when neglecting education in their agendas. In my opinion this argumentation simply misses the point. We need to realize just how important investing in the education of the youth is. It is an investment in the future. But this is not only a topic for governments and politicians. Companies need to contribute, too. This has been the driving force behind our partnership with Teach For All since its inception in 2010.



**Leading international organizations such as UNESCO are already promoting education as a fundamental human right. Why is it therefore necessary to have programs run by social enterprises like Teach For All?**

**Wendy Kopp:** We've seen the impact that social enterprises have had in catalyzing change within big systems. In Teach For All's case, we are recruiting just as aggressively as top corporations to channel the energy of top graduates towards improving education for the most disadvantaged students.

**Frank Appel:** The program brings a lot of reward for all participants. It is good for the children. It is good for their parents. It is good for the teachers in the schools because they get fresh wind from outside. And there is significant return for the so-called Fellows, who learn important soft skills they have not learned at university. Of course, there is also a reward for the companies supporting Teach For All, as we get access to talents we probably would never have seen had they applied elsewhere.

**Education and employability – a strong link?**

**Wendy Kopp:** An incredibly strong one. Let me give an example: I visited a third standard classroom of a terribly under-resourced school in Delhi. I walked into a little room where twenty-four kids were sitting in rows with a teacher reading *Oliver Twist* – typically a sixth standard text – with them in English. These are students who one and a half years ago spoke no English. The teacher asked questions of the highest level of critical thinking, and the kids were literally at the edge of their seats. Watching this makes it clear that because of their education, these students will be on a different trajectory. These are kids who are on track to gaining strong college degrees and to having true professional options – such as becoming future Deutsche Post DHL employees, for example.

**Mr. Appel, how does the corporate world benefit from Teach For All?**

**Frank Appel:** Corporate organizations really profit by taking Fellows on board. These people were courageous enough to exit a steep career. Companies therefore have to give them comfort of being welcome and wanted as an asset to the organization. I have no doubt that while being part of Teach For All, these Fellows learn to think out of the box. This way of thinking is not very typical at business schools but is very enriching to every corporate organization.

**Wendy Kopp:** Even from the perspective of our mission, we need many of these people to enter the corporate world and ultimately assume leadership positions. Only then will it be possible to influence their colleagues and the overall civic community to make the necessary investments to ultimately ensure educational equity and excellence. Of course, it is also the corporate world that benefits from well-educated employees worldwide.



**Wendy Kopp, CEO and co-founder of Teach For All**



## Improving educational opportunity and employability (GoTeach)

### Improving career opportunities for young people

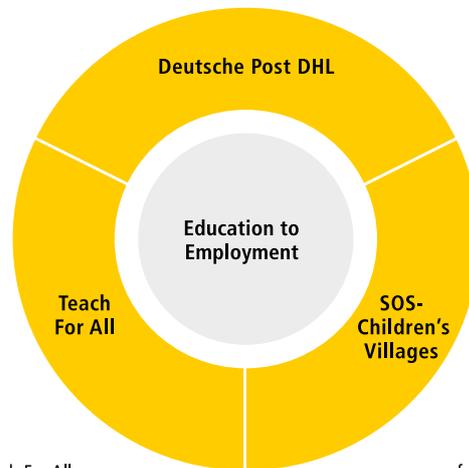
The long-term success, sustainability and innovative power of our economy and society depends on a strong educational system and targeted efforts to develop the next generation of working professionals. As one of the largest employers worldwide Deutsche Post DHL has established its Group-wide program GoTeach as a way to improve educational opportunity for young people and prepare them for the working world. Through the GoTeach program Deutsche Post DHL collaborates with two established partners: Teach For All and sos Children's Villages. Working together with these partners, our goal is to help children and young people from all socio-economic backgrounds develop their potential, learn skills and access new opportunities for their career development.

 [www.dp-dhl.com/goteach](http://www.dp-dhl.com/goteach)

 [www.dp-dhl.com/cr-video-goteach](http://www.dp-dhl.com/cr-video-goteach)

### Improving educational opportunity and employability (GoTeach): Our Approach

Improving educational opportunity for young people and preparing them for the working world.



Improving education and advancing educational equity with our partner Teach For All.

Improving the employability of young people with SOS Children's Villages.

## IMPROVING EDUCATION WITH TEACH FOR ALL

### Recruiting university graduates to teach at schools

A child's socio-economic background continues to be a major factor in determining whether he or she succeeds in school and has access to career opportunities. We work together with the Teach For All global network to help ensure greater educational opportunity and educational equity for children and young people around the world.

With our support, Teach For All has been able to expand its network to 26 independent national partner organizations who work according to the same model: Young university graduates and professionals with outstanding academic credentials and leadership potential are recruited by Teach For All partner organizations, trained and then deployed as teachers ("Fellows") for a period of at least two years in schools in disadvantaged communities. Over the course of the reporting year, more than 13,000 Fellows touched the lives of approximately 975,000 children and young people around the world.



[www.teachforall.org](http://www.teachforall.org)



### Targeted personal development measures

Deutsche Post DHL supports Teach For All partner organizations in Argentina, Chile, Germany, India, Peru and Spain with financial support, non-monetary donations and the volunteer efforts of our employees. We support Teach For All Fellows and students in their personal and professional development with mentoring programs, internships and trainings. Some 130 employees served as mentors to young people over the course of the reporting year. Approximately 840 employees took part in partnership activities worldwide. Examples include:

- Students in Chile and Peru visited logistics centers and administrative offices, giving them an inside look into a company and its operations.
- Employees in Argentina visited schools to talk to students about possible career paths and about their own experience transitioning from school to working life.
- In Peru, employees also took part in numerous additional activities, including renovation work at a school.
- Our employees in India continued their donation drive, providing Teach For All partner schools with additional computers and writing materials.

**840**  
employees  
volunteered

## IMPROVING THE EMPLOYABILITY OF YOUNG PEOPLE

### Increasing the chances of employment with one-on-one support

In our partnership with [sos Children's Villages](http://www.sos-kinderdorfinternational.org), we focus on supporting young people between the ages of 15 and 25 as they make the transition to the world of work. Over the course of 2012, we were able to establish new partnerships in Mexico, Kenya and Ghana, in addition to our existing partnerships in Brazil, Madagascar, South Africa and Vietnam. We focus our activity on career guidance, job qualification training, and providing young people with first exposure to the working world. In addition, we provide financial support for sos Children's Villages' educational programs and facilities for young people.

 [www.dp-dhl.com/cr-video-sos](http://www.dp-dhl.com/cr-video-sos)



[www.sos-kinderdorfinternational.org](http://www.sos-kinderdorfinternational.org)

### Our employees get involved locally

We have successfully developed and implemented a wide range of programs and activities that are specifically tailored to the needs of the young people in our different partner countries. The individualized support is designed to help open up employment opportunities for young people entering the job market and make it possible for them to begin generating their own income as independent young adults. Our employees volunteer their time to serve as mentors to these young people. As interns, they gain valuable insight into the world of work and learn to take on responsibility. In Brazil, for instance, 25 young people took part in a special training program conducted by our employees, meeting every Saturday for a period of three months. Eight participants were offered internships at DHL in Sao Paulo upon successful completion of the program.

Over the course of the reporting year, more than 1,100 employees invested over 14,000 hours of their time to take part in sos Children's Villages activities. As such, a total of 1,400 young people benefited from 51 different support initiatives in the seven partner countries. We plan to expand our partnership to at least four more countries in 2013.

**1,400**  
young people  
supported through  
51 initiatives



## Employee community involvement

### LIVING RESPONSIBILITY FUND AND GLOBAL VOLUNTEER DAY

#### Social commitment is important to our employees

Our Living Responsibility Fund financially supports local community projects that are run by non-profit organizations and involve the volunteering efforts of our employees. Once again many of our employees applied for project funding in 2012. Funding was granted to 104 projects involving more than 9,000 employees in 48 countries. In all, employees volunteered 61,000 hours of their time to local projects. The Living Responsibility Fund donated approximately €300,000 in project funding, which is wired as a charitable donation directly to the participating non-profit organizations.

The high rate of participation shows just how important social commitment is to our employees. By helping solve problems in their local communities, they not only make a contribution to society, but create a sense of community and teamwork that carries over into the workplace.

> 61,000  
hours dedicated to  
volunteer projects

 [www.dp-dhl.com/employees-motivation](http://www.dp-dhl.com/employees-motivation)

#### Local projects demonstrate continuity and sustainability

Projects are selected by a jury made up of representatives from the divisions across the Group and the Corporate Center. Funding, which is capped at €4,000 per project, is based on the number of volunteer hours that employees devote to the project over the course of the application year.

When selecting projects, the Living Responsibility Fund looks for initiatives that demonstrate continuity and sustainability. One example is a project in Brazil, which has been granted funding twice already. For several years now, employees in our EXPRESS division have been volunteering for the local non-profit program “MESA BRASIL”. Over the course of 2012, some 200 employees helped collect food and deliver it to the needy.

#### Global Volunteer Day, participation rate and enthusiasm both at record high

Once again in September 2012, Global Volunteer Day (GVD) called upon employees throughout the Group to donate their time to support local community projects. Around 62,000 employees around the world enthusiastically took part in over 1,000 local projects. The projects involved a range of activities, including renovation work at schools in South Africa, a donation drive to benefit the homeless in Russia, read-aloud campaigns for visually impaired children in India, and clean-up initiatives in Thailand’s nature reserves. We will continue with the GVD in 2013.

 [www.dp-dhl.com/gvd2012](http://www.dp-dhl.com/gvd2012)

### INTERNAL RELIEF FUND FOR EMPLOYEES (WHEO)

#### Employees make donations to colleagues in need

Our employee’s commitment to social and community service is also reflected through their participation in the Group’s internal “We Help Each Other” fund. Employees either make direct donations to the fund or organize donation drives at their office locations. Through the fund, colleagues who have suffered at the hands of a natural disaster can receive financial assistance quickly and easily. In the reporting year, the fund provided emergency financial assistance in the amount of €75,000 for a total of 188 employees, most of them hurricane victims in the US.

The relief fund is a charitable association registered in Germany, whose members include representatives from Deutsche Post DHL and Deutsche Post DHL’s social partners.

188  
employees receive  
relief support

# ASSURANCE REPORT





# ASSURANCE REPORT

## Independent assurance report

### To Deutsche Post AG, Bonn

We have been engaged to perform a limited assurance engagement regarding selected contents labeled with ✓ of the “Corporate Responsibility Report 2012” (the “CR Report”) of Deutsche Post AG, Bonn. The authoritative version of this assurance report is the German language version, which has been translated by Deutsche Post AG as follows.

### Management’s Responsibility

Deutsche Post AG’s management is responsible for the preparation of the CR Report using the criteria stated in the Sustainability Reporting Guidelines Vol. 3.0 (pp. 7-17) of the Global Reporting Initiative (GRI):

Materiality, Stakeholder Inclusiveness, Sustainability Context, Completeness, Balance, Clarity, Accuracy, Timeliness, Comparability and Reliability.

This responsibility includes the selection and application of appropriate methods to prepare the CR Report and the use of assumptions and estimates for individual CR disclosures which are reasonable in the circumstances. Furthermore, the responsibility of Deutsche Post AG’s management includes designing, implementing and maintaining systems and processes relevant for the preparation of the CR Report.

### Practitioner’s Responsibility

Our responsibility is to express a conclusion based on our work performed as to whether any matters have come to our attention that cause us to believe that selected contents labeled with ✓ in the CR Report have not been prepared, in all material respects, in accordance with the above-mentioned criteria of the Sustainability Reporting Guidelines Vol. 3.0 of the GRI. We also have been engaged to report on recommendations for the further development of CR management and CR reporting on the basis of the results of our assurance engagement.

We conducted our work in accordance with the International Standard on Assurance Engagements (ISAE) 3000. This standard requires that we comply with ethical requirements and plan and perform the assurance engagement to express our conclusion with limited assurance.

In a limited assurance engagement the evidence-gathering procedures are more limited than in a reasonable assurance engagement (for example, an audit of financial statements in accordance with § (Article) 317 HGB (“Handelsgesetzbuch”: § 317 HGB), and therefore less assurance is obtained than in a reasonable assurance engagement.

The procedures selected depend on the practitioner’s judgment. This includes the assessment of the risk of material non-compliance of the contents labeled with ✓ with the above mentioned criteria. Within the scope of our work we performed amongst others the following procedures:



- Review of documents and interviews with responsible persons regarding CR-strategy, CR-program, CR-management and stakeholder dialogue;
- Inquiries of the responsible persons in the departments of Corporate Communications and Responsibility, Carbon Accounting, Procurement, Idea Management, Human Resources, Health Management as well as of representatives of the divisions MAIL, EXPRESS, GLOBAL FORWARDING, FREIGHT and SUPPLY CHAIN about the process of preparing the CR Report and the internal control system relating to this process;
- Review of the development of the processes for gathering, analyzing and aggregating the content data on the level of the headquarter and for some data on the level of operations in London (fleet and HR data EXPRESS, UK), Milton Keynes (fleet and HR-data SUPPLY CHAIN, UK) and Bonn (various data);
- Comparison of selected data with corresponding data in the Annual Report 2012;
- Substantive testing on selected information on a sample basis, amongst others by the review of internal documents, external reports, contracts as well as by the analysis of reports generated from IT systems.

### Conclusion

Based on our limited assurance engagement, nothing has come to our attention that causes us to believe that the selected contents labeled with ✓ have not been prepared, in all material respects, in accordance with the above-mentioned criteria of the Sustainability Reporting Guidelines Vol. 3.0 (pp. 7-17) of the GRI.

### Emphasis of matter – Recommendations

Without qualifying our conclusion above, we recommend for the further development of CR-management and CR-reporting the following:

- During 2012, Deutsche Post AG has reviewed its CR strategy, amongst others with the result that the CR strategy should be further aligned with the core business activities. We recommend to transfer the new strategic outset into concrete measures and to support it with measurable goals.
- Within the last years, Deutsche Post AG has improved its systems and processes, especially in the area of carbon accounting. We recommend implementing such improvement processes in other areas of CR reporting as well, particularly in order to fulfill increasing reporting requirements.

Frankfurt am Main, April 15, 2013

PricewaterhouseCoopers  
Aktiengesellschaft  
Wirtschaftsprüfungsgesellschaft

Michael Werner

ppa. Aissata Touré  
Wirtschaftsprüferin  
(German Public Auditor)

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# ADDITIONAL INFORMATION

## UN Global Compact and GRI Index

The Corporate Responsibility Report 2012, which serves our Communication on Progress (COP) on our commitment to the ten principles of the [UN Global Compact \(UNGC\)](http://www.unglobalcompact.org), meets “Advanced Level” reporting criteria. This means that we have gone beyond the minimum requirements and report on sustainability, corporate governance and relevant management processes.



[www.unglobalcompact.org](http://www.unglobalcompact.org)

The overview of our achievements in accordance with GRI criteria (Version 3.0) has been organized to reflect the ten principles of the [UNGC](http://www.unglobalcompact.org). The linkages to the [UNGC](http://www.unglobalcompact.org)’s ten principles are based on the publication “Making the Connection”.

Upon careful assessment against the [GRI criteria](http://www.globalreporting.org) (Version 3.0), we declare our report as fulfilling the requirements of the GRI application level “B+”, as we are not yet able to provide statements on all key indicators. Credibility and transparency are of the utmost importance in our reporting. For this reason, instead of masking shortcomings, we address them.



[www.globalreporting.org](http://www.globalreporting.org)

### 1. Strategy and Analysis

UNGC Principle	GRI Indicator	Status	Notes	
	1.1	Statement from the most senior decision-maker	●	Pages 6 f.
	1.2	Key impacts, risks and opportunities	●	Pages 28 f.; AR pages 85 ff.

### 2. Organizational Profile

UNGC Principle	GRI Indicator	Status	Notes	
	2.1	Name of the organization	●	Page 4
	2.2	Primary brands, products and/or services	●	Page 4; AR page 83
	2.3	Structure of the organization	●	Page 13
	2.4	Location of organization's headquarters	●	Page 5
	2.5	Countries where the organization operates	●	AR pages 220 f. <a href="http://www.dp-dhl.com/about_us/locations.html">www.dp-dhl.com/about_us/locations.html</a>
	2.6	Nature of ownership and legal form	●	AR pages 20 f., page 34
	2.7	Markets served	●	AR page 29
	2.8	Scale of reporting organization	●	Page 4; AR page 29
	2.9	Significant changes during the reporting period	●	AR page 36, pages 148 f.
	2.10	Awards received in the reporting period	●	Page 18; page 45; page 50; page 54

● Fully reported ● Partially reported ○ Not reported — Not relevant *Italics*: Additional indicators



### 3. Report Parameters

UNGC Principle	GRI Indicator		Status	Notes
	3.1	Reporting period	●	Page 5
	3.2	Date of most recent previous report	●	Page 5
	3.3	Reporting cycle	●	Page 5
	3.4	Contact point	●	Page 5
	3.5	Process for defining report content	●	Page 5; page 18
	3.6	Boundary of the report	●	Page 5; AR pages 142 ff.; www.dp-dhl.com/ar2012-shareholdings
	3.7	Limitations on the scope or boundary of the report	●	Page 5
	3.8	Joint ventures, subsidiaries, outsourced operations	●	Page 5; www.dp-dhl.com/ar2012-shareholdings
	3.9	Data measurement techniques and the bases of calculations	●	Page 5
	3.10	Explanation of the effect of any re-statements of information provided in earlier reports	●	Page 5
	3.11	Changes from previous reporting periods in the scope, boundary or measurement methods	●	Page 5
	3.12	GRI Index	●	Pages 84 ff.
	3.13	External assurance for the report	●	Page 5; pages 81 f.

### 4. Governance, Commitments and Engagement

UNGC Principle	GRI Indicator		Status	Notes
1 – 10	4.1	Governance structure	●	Pages 13 ff.; AR pages 20 f., pages 111 ff.
1 – 10	4.2	Independence of Chairman of the Supervisory Board	●	Pages 14 f.; AR pages 111 ff.
1 – 10	4.3	Independent members of the highest governance body	●	Page 14; AR pages 111 ff.
1 – 10	4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	●	Pages 49 f.; AR pages 20 ff.
1 – 10	4.5	Linkage between compensation for members of the highest governance body and the organization's performance	●	AR pages 20 f., pages 124 ff.
1 – 10	4.6	Processes in place for ensuring conflicts of interest are avoided	●	Pages 14 f.; pages 31 f.; AR pages 111ff.
1 – 10	4.7	Qualifications of the members of the highest governance body	●	Pages 14 f.; AR pages 111 ff.
1 – 10	4.8	Internally developed statements of mission or values, codes of conduct, and principles	●	Pages 14 f., pages 31 f.
1 – 10	4.9	Procedures of the highest governance body for overseeing the organization's performance	●	Pages 17 f.; AR pages 119 ff.
1 – 10	4.10	Processes for evaluating the highest governance body's own performance	●	Pages 17 f; AR pages 119 ff.

● Fully reported ● Partially reported ○ Not reported — Not relevant *Italics*: Additional indicators



#### 4. Governance, Commitments and Engagement

UNGC Principle	GRI Indicator		Status	Notes
7	4.11	How the precautionary approach or principle is addressed	●	Pages 17 f.; pages 59 ff.
1 – 10	4.12	Endorsement of externally developed charters and principles	●	Page 19; pages 27 f.
1 – 10	4.13	Memberships in associations	●	Page 19; page 30; page 52; page 54; page 61
	4.14	Stakeholder groups	●	Pages 18 f. <a href="http://www.dp-dhl.com/en/responsibility/stakeholder_dialogue/main_topics.html">www.dp-dhl.com/en/responsibility/stakeholder_dialogue/main_topics.html</a>
	4.15	Identification of stakeholders	●	Pages 18 f.
	4.16	Approaches to stakeholder engagement	●	Pages 18 f.
	4.17	Key topics and concerns of the stakeholders	●	Pages 18 f.

#### Economic

UNGC Principle	GRI Indicator		Status	Notes
	DMA EC	Management approach	●	Pages 15 f.; pages 17 f.; AR pages 96 ff.
	EC1	Direct economic value generated and distributed	●	Page 16; page 79; AR page 137, page 164
7	EC2	Implications and impacts of climate change	●	Pages 28 f.; pages 59 ff.; AR page 93
	EC3	Coverage of the organization's defined benefit plan obligations	●	Page 42; AR page 157, pages 165 f.
	EC4	Significant financial assistance received from government	●	AR page 155
1	EC5	Range of ratios of standard entry-level wage compared to local minimum wage	○	Page 42
	EC6	Policy, practices, and proportion of spending on locally based suppliers	○	Pages 27 f.; page 32; AR pages 79 ff.
6	EC7	Local hiring	●	Pages 41 ff.; AR page 102
	EC8	Development and impact of infrastructure investments and services provided primarily for public benefit	●	Pages 46 f.; pages 73 ff.
	EC9	Significant indirect economic impacts	○	Pages 73 ff.

#### Environment

UNGC Principle	GRI Indicator		Status	Notes
	DMA EN	Environmental Protection: Management approach	●	Pages 17 f.; pages 59 ff.
8	EN1	Materials used by weight or volume	●	Page 64; page 70
8, 9	EN2	Percentage of materials used that are recycled input materials	—	This indicator is not relevant to Deutsche Post DHL as the bulk of material usage is fuel consumption.

● Fully reported ○ Partially reported ○ Not reported — Not relevant *Italics*: Additional indicators



Environment

UNGC Principle	GRI Indicator	Status	Notes
8	EN3	Direct energy consumption	● Page 64; page 67
8	EN4	Indirect energy consumption	● Page 64; page 67
8, 9	<i>EN5</i>	Energy saved	● Pages 64 ff.
8, 9	<i>EN6</i>	Initiatives for energy efficiency	● Pages 64 ff.
8, 9	<i>EN7</i>	Initiatives to reduce indirect energy consumption	● Page 67
8	EN8	Total water withdrawal	— Pages 70 f.
8	<i>EN9</i>	Water sources significantly affected by withdrawal of water	— Pages 70 f.
8, 9	<i>EN10</i>	Percentage and total volume of water recycled and reused	— Pages 70 f.
8	EN11	Land owned in protected areas	● Pages 70 f.
8	EN12	Impacts of activities in protected areas	● Page 71
8	<i>EN13</i>	Habitats protected or restored	● Page 79
8	<i>EN14</i>	Strategies for protecting biodiversity	● Page 69; page 71
8	<i>EN15</i>	Endangered species	● Page 71
8	EN16	Total direct and indirect greenhouse gas emissions	● Pages 61 ff.
8	EN17	Other relevant indirect greenhouse gas emissions	● Page 69
7, 8, 9	<i>EN18</i>	Initiatives to reduce greenhouse gas emissions and reductions achieved	● Pages 64 ff.
8	EN19	Emissions of ozone-depleting substances	—
8	EN20	NO <sub>x</sub> , SO <sub>x</sub> and other significant air emissions	● Page 65; page 69
8	EN21	Total water discharge	◐ Pages 70 f.
8	EN22	Waste by type and disposal method	◐ Pages 70 f.
8	EN23	Total number and volume of significant spills	● AR pages 93 f.
8	<i>EN24</i>	Transported treated waste deemed hazardous	○
8	<i>EN25</i>	Impacts of water discharge on biodiversity	— Page 71
7, 8, 9	EN26	Initiatives to mitigate environmental impacts of products and services	● Pages 59 ff.
8, 9	EN27	Packaging materials that are reclaimed	◐ Page 70
8	EN28	Fines and non-monetary sanctions for non-compliance with environmental laws and regulations	● Page 69
8	<i>EN29</i>	Impacts of transporting products and other goods	● Pages 59 ff.
7, 8, 9	<i>EN30</i>	Total environmental protection expenditures and investments	◐ AR page 45

● Fully reported ◐ Partially reported ○ Not reported — Not relevant *Italics*: Additional indicators



Society

UNGC Principle	GRI Indicator		Status	Notes
	DMA HR	Labor Practices and Decent Work: Management approach	●	Pages 17 f.; pages 42 f.
	LA1	Workforce structure	●	Page 41
6	LA2	Employee turnover	●	Page 41
	LA3	Benefits provided to full-time employees	●	In keeping with the terms of our Code of Conduct, we do not differentiate between part-time and full-time employees in terms of benefits.
1, 3	LA4	Percentage of employees covered by collective bargaining agreements	○	Deutsche Post AG employees in Germany are covered by collective bargaining agreements. See page 42.
3	LA5	Notice period(s) regarding operational changes	●	Page 50
1	LA6	Percentage of total workforce represented in formal health and safety committees	○	Page 51
1	LA7	Occupational diseases and workplace accidents	●	Page 51
1	LA8	Training and prevention programs regarding serious diseases	●	Pages 53 f.
1	LA9	Health and safety topics covered in formal agreements with trade unions	○	
	LA10	Training per employee	●	Page 48
	LA11	Programs for skills management and lifelong learning	●	Pages 48 f.
	LA12	Percentage of employees receiving regular performance and career development reviews	○	Page 48
1, 6	LA13	Composition of governance bodies	○	Page 45
1, 6	LA14	Ratio of basic salary of men to women	●	Page 42
	DMA HR	Human Rights: Management approach	●	Pages 17 f.
1, 2, 3, 4, 5, 6	HR1	Investment agreements that underwent human rights screening	○	Page 32
1, 2, 3, 4, 5, 6	HR2	Suppliers and contractors that underwent screening on human rights	○	Page 32
1, 2, 3, 4, 5, 6	HR3	Employee training on aspects of human rights	○	Pages 27 f.
1, 2, 6	HR4	Incidents of discrimination and actions taken	●	Page 46
1, 2, 3	HR5	Limits placed on the freedom of association and actions taken to support rights	○	The Code of Conduct applies in accordance with national laws and customs.
1, 2, 5	HR6	Risk for incidents of child labor and measures taken	●	The risk of child labor scarcely exists within the scope of our business units. Furthermore, it is expressly prohibited by our Code of Conduct. Pages 30 f.
1, 2, 4	HR7	Risk for incidents of forced or compulsory labor and measures taken	○	Pages 27 f.
1, 2	HR8	Security personnel trained in aspects of human rights	—	

● Fully reported ○ Partially reported ○ Not reported — Not relevant *Italics*: Additional indicators



Society

UNGC Principle	GRI Indicator	Status	Notes	
1, 2	HR9	Violations involving rights of indigenous people and actions taken	—	
	DMA SO	Community: Management approach	●	Pages 17 f.
	SO1	Programs and practices that assess the impacts of operations on communities	◐	Pages 73 ff.
10	SO2	Business units analyzed for risks related to corruption	◐	Pages 27 ff.
10	SO3	Employees trained in anti-corruption policies and procedures	◐	Page 30
10	SO4	Actions taken in response to incidents of corruption	●	Pages 30 f.
1 - 10	SO5	Public policy positions and participation in lobbying	◐	Pages 18 f.
10	SO6	Contributions to political parties	○	
	SO7	Legal actions for anti-competitive behavior	●	AR pages 206 f.
	SO8	Fines and non-monetary sanctions for non-compliance with laws and regulations	●	AR pages 206 f.
	DMA PR	Product Responsibility: Management approach	●	Pages 17 f.
1	PR1	Health impacts along the product life cycle	◐	Page 69
1	PR2	Incidents of non-compliance with health and safety regulations by type and outcome	●	Respective incidents are documented and processed locally.
8	PR3	Products and services subject to information requirements	○	
8	PR4	Incidents of non-compliance with regulations concerning product information and labeling	—	
	PR5	Surveys for measuring customer satisfaction	●	AR pages 80 ff.
	PR6	Programs for adherence to laws and voluntary codes related to marketing communications	●	Page 31
	PR7	Non-compliance with regulations concerning marketing communications	●	No significant incidents. AR pages 93 f., pages 206 f.
1	PR8	Complaints regarding breaches of customer privacy	○	For reasons of data privacy, we are unable to report any incidents in this regard.
	PR9	Fines for non-compliance with laws and regulations concerning the use of products and services	●	AR pages 206 f.

● Fully reported ◐ Partially reported ○ Not reported — Not relevant *Italics*: Additional indicators



## Glossary

<b>CAEP chapter</b>	A noise and emissions classification for aircraft issued by the Committee on Aviation Environmental Protection. The higher the CAEP class of an aircraft, the more stringent the restrictions in place. CAEP/6 is currently the highest classification.
<b>Carbon accounting</b>	Refers to a company's systematic compilation of CO <sub>2</sub> and other greenhouse emission data in order to carry out a greenhouse gas emission assessment.
<b>Carbon calculation models</b>	We calculate the emissions of our transport subcontractors by means of operational data from both operational and business intelligence systems, in addition to appropriate emission factors for air transport (NTM), ocean transport (Clean Cargo Working Group) and road transport (Handbook Emission Factors for Road Transport).
<b>Carbon efficiency</b>	A ratio index used by Deutsche Post DHL to manage the CO <sub>2</sub> emissions of its business operations, whereby carbon emissions resulting from fuel and energy consumption are assessed in relation to services rendered (e.g. quantities/volumes of letters, parcels, pallets or containers).
<b>Combined delivery service</b>	The joint delivery of letters and parcels by a vehicle in rural areas.
<b>DIN EN 16258</b>	European standard for the calculation of greenhouse gases in logistics.
<b>Diversity management</b>	A core component of our sustainable HR strategy. The aim of diversity management is to create a working environment that allows individuals to contribute their talents and skills regardless of gender, age, disability, nationality, ethnic origin, religion or sexual orientation.
<b>Duale Hochschule</b>	Germany's "Duale Hochschule" system offers a unique combination of academic study and in-company work experience. Characteristically, students pursuing a dual/integrated degree alternate between theory modules at a university and practical training at an organization or company (students hold employment contracts during their dual studies).
<b>Global Volunteer Day (GVD)</b>	On Global Volunteer Day, Deutsche Post DHL encourages its employees to volunteer for local charitable projects.
<b>Heavy trucks</b>	Trucks with an admissible total weight greater than 18 tonnes.
<b>ICAO noise standards</b>	Guidelines to limit noise from civil aircraft issued by the International Civil Aviation Organization. Aircraft are attributed respective noise limits which are based on engine power; these noise limits are organized in chapters.
<b>ISO 14001</b>	Standard with internationally recognized requirements for environmental management systems covering such things as life cycle assessments, environmental indicators and environmental performance evaluations.
<b>ISO 14064</b>	Standard providing companies with a wealth of measures for the quantification, monitoring, control and verification of greenhouse gas emissions.
<b>Light trucks</b>	Trucks up to an admissible total weight of 7.5 tonnes.
<b>Slow steaming</b>	The deliberate reduction of vessel cruising speed in order to cut fuel costs.
<b>Small commercial vehicles</b>	Vehicles up to an admissible total weight of 3.5 tonnes.
<b>Teardrop trailer</b>	Teardrop-shaped semi-trailer with a curved roof. The aerodynamic form reduces air resistance and fuel consumption.



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