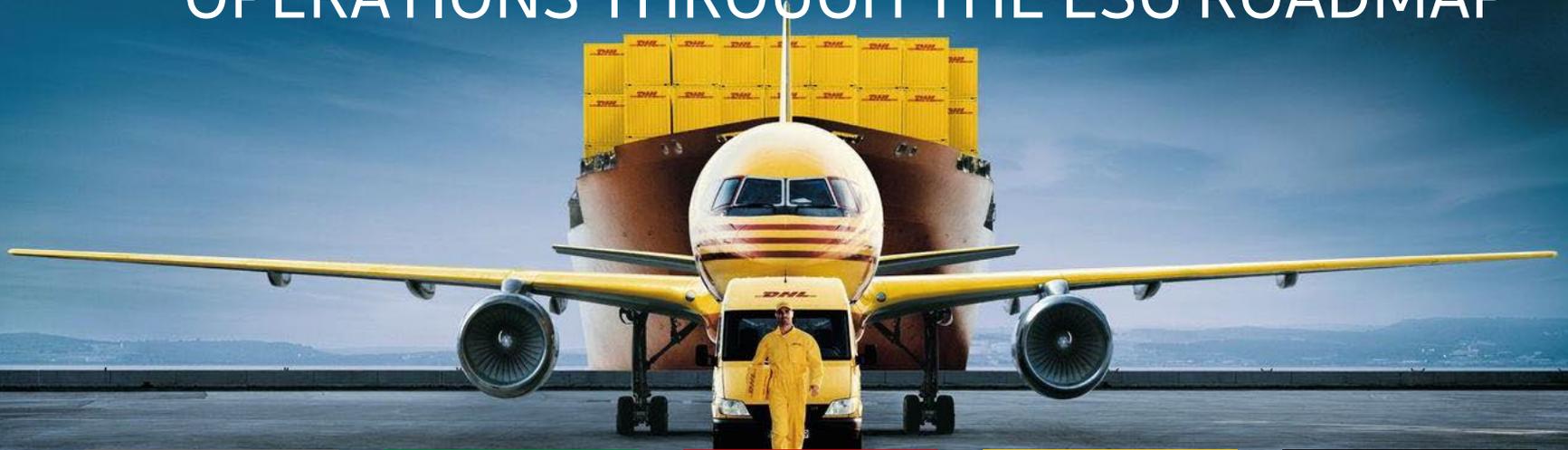




2023 SUSTAINABILITY

**CONNECTING PEOPLE.  
IMPROVING LIVES.**

# ANCHORING SUSTAINABILITY IN OUR DAILY OPERATIONS THROUGH THE ESG ROADMAP



**APPROACH**



**ENVIRONMENT**



**SOCIAL  
RESPONSIBILITY**



**CORPORATE  
GOVERNANCE**



**OUTLOOK**

# DHL GROUP – THE WORLD’S LEADING LOGISTICS PROVIDER



With two strong brands, DHL Group connects people and markets, enabling global trade.



**220** Countries and territories

**5** Divisions

**€82<sup>bn</sup>**  
Revenue

**€6.3<sup>bn</sup>**  
EBIT

**€3.3<sup>bn</sup>**  
Free cash flow<sup>1</sup>



offers a comprehensive range of parcel, express, freight transport and supply chain management services as well as e-commerce logistics solutions.



is the largest mail service provider in Europe and the market leader in the German mail services sector.

## DIVISIONS

### Express

Transport of urgent documents and goods reliably and on time from door to door

#### International<sup>2</sup>

1.1m shipments per working day

#### Domestic<sup>3</sup>

486,000 shipments per working day



### Global Forwarding, Freight

Air, ocean and overland freight forwarding services

#### Air freight

1.7m metric tons export freight

#### Ocean freight

3.1m TEU<sup>4</sup>



### Supply Chain

Customized logistics services and supply chain solutions

#### Warehousing and operational space<sup>5</sup>

17m m<sup>3</sup>



### eCommerce

Domestic parcel shipment in Europe, the US, Asia<sup>6</sup>

#### Parcels

>1.5bn annually



### Post & Parcel Germany

Transport, sorting and delivery of documents and goods shipments

#### Letters

46m per working day

#### Mailboxes

108,200



#### Parcels

6.3m per working day

#### Packstations

>13,000





# SUSTAINABILITY IN FIGURES

**295** aircraft

**123,400** vehicles  
of which

**36,200** e-vehicles

**25,000** bicycles  
of which

**14,000** e-trikes, **5,500** e-bikes

**33.27m** metric tons CO<sub>2</sub>e footprint

**594,000** employees globally  
of which

**4,900** apprentices and trainees

**€27bn** in staff costs

**12,260** locations

**60%** certified in accordance with ISO  
14001 & 50001<sup>1</sup>

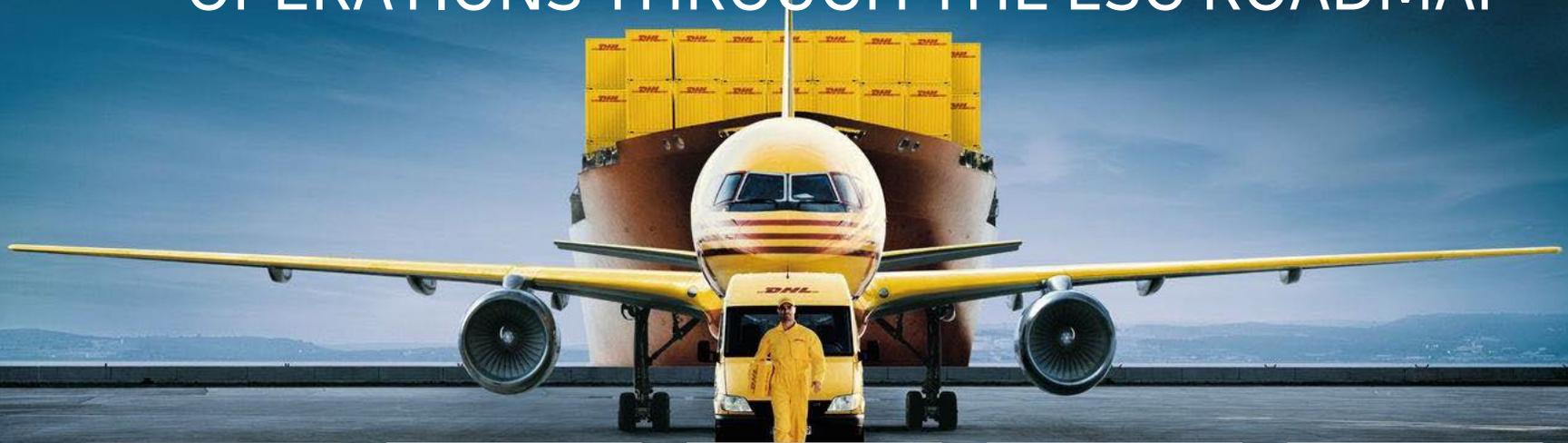
**3** international hubs in Leipzig (DE),  
Cincinnati (US) and Hong Kong

**1** Headquarters in Bonn, Germany



<sup>1</sup> Also includes locations that are only certified according to one ISO.

# ANCHORING SUSTAINABILITY IN OUR DAILY OPERATIONS THROUGH THE ESG ROADMAP



**APPROACH**



**ENVIRONMENT**



**SOCIAL  
RESPONSIBILITY**



**CORPORATE  
GOVERNANCE**



**OUTLOOK**



## DELIVERING EXCELLENCE IN A DIGITAL WORLD

### **A world powered by logistics – DHL Group, powered by people**

DHL Group connects people and markets and is an enabler of global trade. In recent years, the logistics sector has been shaped by four major trends: globalization, digitalization, e-commerce and sustainability.

DHL Group takes responsibility for how and under what conditions its services are rendered.



## STRATEGY 2025

The triad of purpose, vision and values underpins the three main pillars of Strategy 2025.

DHL Group accomplishes its mission through execution excellence along all three bottom lines – becoming Employer, Provider and Investment of Choice – and with sustainability playing a key role in all activities and operations.



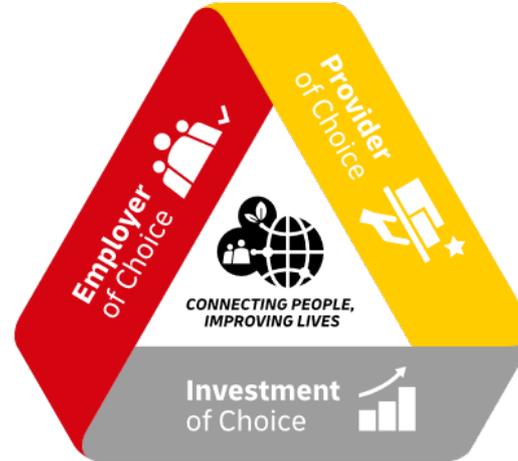
## Bottom lines and stakeholders



→ Employees

**83%**

Employee Engagement



→ Customers

**83%**

Customer satisfaction

→ Investors

**€1.85**

Dividend per share<sup>1</sup>

<sup>1</sup> Proposal.



# STRONG STRATEGIES, SUSTAINABLE MEASURES



## Unlocking our Potential >>> STRATEGY 2015

- 2003** ESG reporting launched
- 2006** UN Global Compact signed  
Code of Conduct introduced
- 2008** Supplier Code of Conduct introduced  
GO programs launched

## STRATEGY 2020 Focus. Connect. Grow.

- 2015** Certified training program to communicate strategy, corporate culture and values
- 2016** UN Sustainable Development Goals (SDGs) taken into account for the first time
- 2017** Climate protection target set: Net zero greenhouse gas emissions by 2050

## STRATEGY 2025 Delivering excellence in a digital world

- 2019** Long-term, sustainability-focused value creation
- 2021** **ESG Roadmap:**  
New climate protection goals set, ESG KPIs fully integrated into our finance systems, ESG KPIs incorporated into our remuneration policies





# THE BOARD OF MANAGEMENT

The Management Board defines the sustainability strategy and targets.

CORPORATE CENTER



## Dr. Tobias Meyer

Chief Executive Officer, Global Business Services

Member since April 2019 | CEO since May 2023

Appointed until March 2027



## Melanie Kreis

Finance

Member since Oct. 2014

Appointed until May 2027



## Dr. Thomas Ogilvie

HR

Member since Sept. 2017

Appointed until Aug. 2025

## FIVE DIVISIONS



## John Pearson

Express

Member since Jan. 2019

Appointed until Dec. 2026



## Tim Scharwath

Global Forwarding, Freight

Member since June 2017

Appointed until May 2025



## Oscar de Bok

Supply Chain

Member since Oct. 2019

Appointed until Sept. 2027



## Pablo Ciano

eCommerce

Member since Aug. 2022

Appointed until July 2025



## Nikola Hagleitner

Post & Parcel Germany

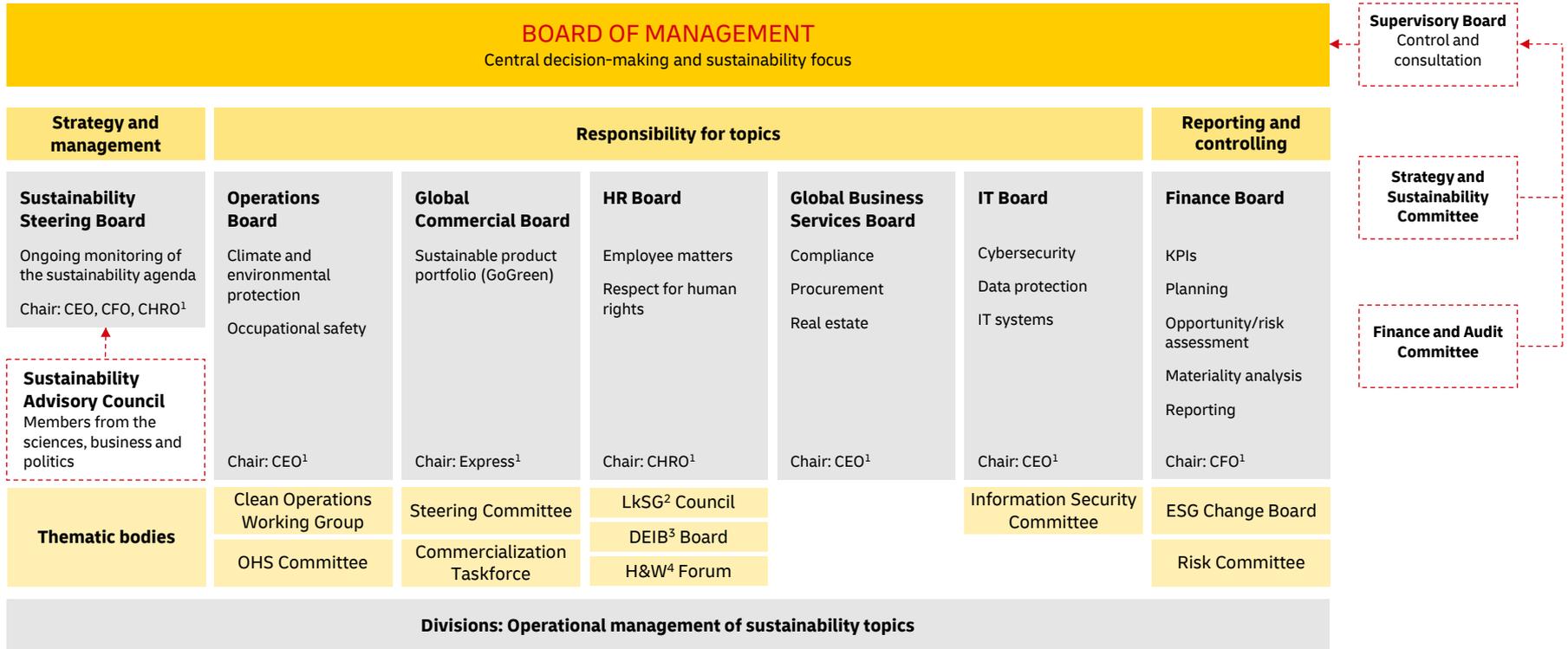
Member since July 2022

Appointed until June 2025



# DELIVERING SUSTAINABILITY

## Relevant boards for sustainability issues



1 Chief Executive Officer, Board of Management members responsible for HR, Finance and Express. | 2 German Supply Chain Due Diligence Act (Lieferkettensorgfaltspflichtengesetz – LkSG). | 3 Diversity, Equity, Inclusion and Belonging | 4 Health & Wellbeing.

# SUSTAINABILITY IS EMBEDDED ACROSS THE GROUP



The Ten Principles of the UN Global Compact



Anchored through the Codes of Conduct



-  Environmental and Energy Policy  
Sustainable Fuel Policy<sup>1</sup>
-  Human Rights Policy Statement  
Corporate Diversity & Inclusion Statement  
Occupational Health & Safety Policy Statement  
Health & Wellbeing Policy Statement
-  Anti-Corruption and Business Ethics Policy<sup>1</sup>  
Cybersecurity Policy  
Data Privacy Policy

Requirements are further specified in our **corporate policies**

<sup>1</sup> Not available to the general public.



## SUPPORTING THE UNITED NATIONS GOALS

DHL Group's commitment is most closely aligned with six of the 17 UN Sustainable Development Goals (SDGs). It is here that the Group can make the most positive impact on the challenges presented by sustainable development.

- 4** Quality Education
- 5** Gender Equality
- 8** Decent Work and Economic Growth
- 11** Sustainable Cities and Communities
- 13** Climate Action
- 17** Partnerships for the Goals



# 2021 MATERIALITY ANALYSIS

The Board of Management and the Supervisory Board conduct regular analyses on key sustainability-related issues. External perspectives are contributed by the Sustainability Advisory Council.

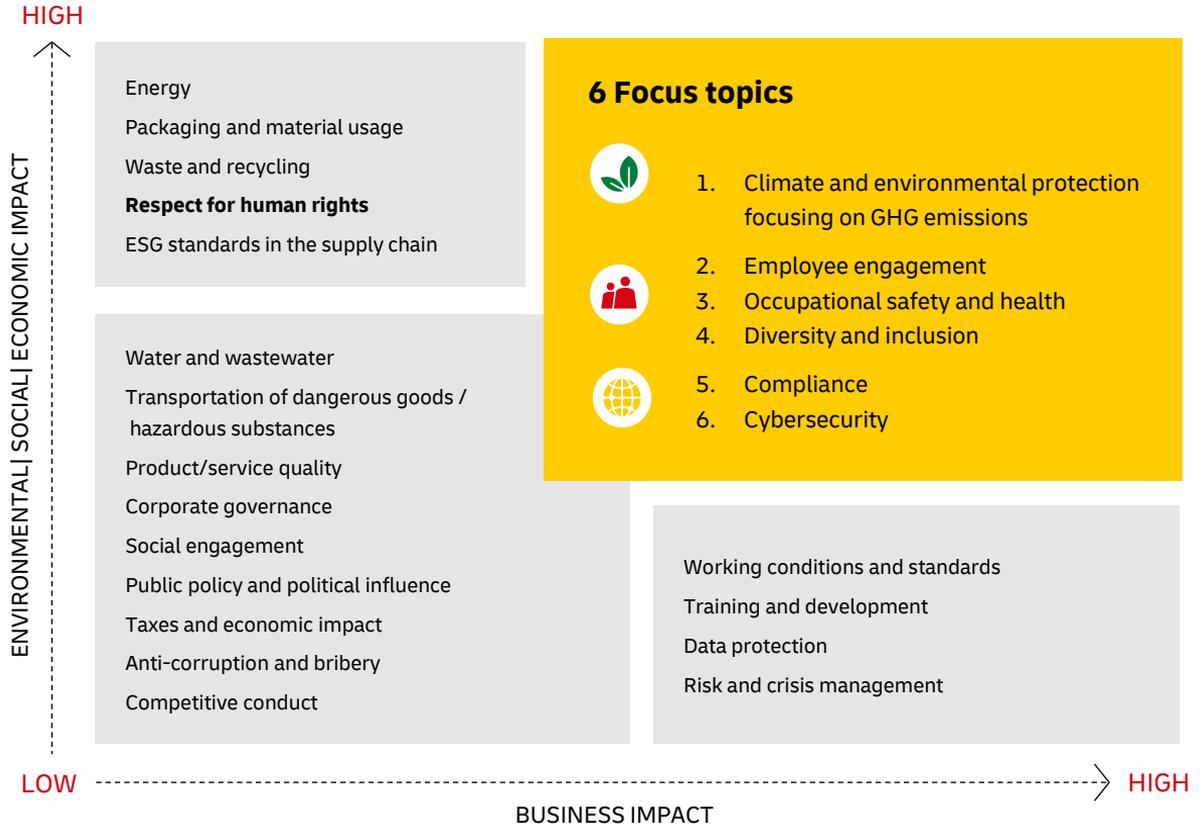
In addition to the six focus topics, DHL Group places particular importance on respect for human rights in its sphere of activity.

Reporting on fiscal year 2024 will include a materiality analysis conducted in line with EU requirements.

[→ Outlook](#)



## Results of the 2021 materiality analysis<sup>1</sup>



<sup>1</sup> Basis: GRI standards and consideration of double materiality in accordance with HGB Sections 289 b and 315 b.



# IN DIALOGUE WITH STAKEHOLDERS

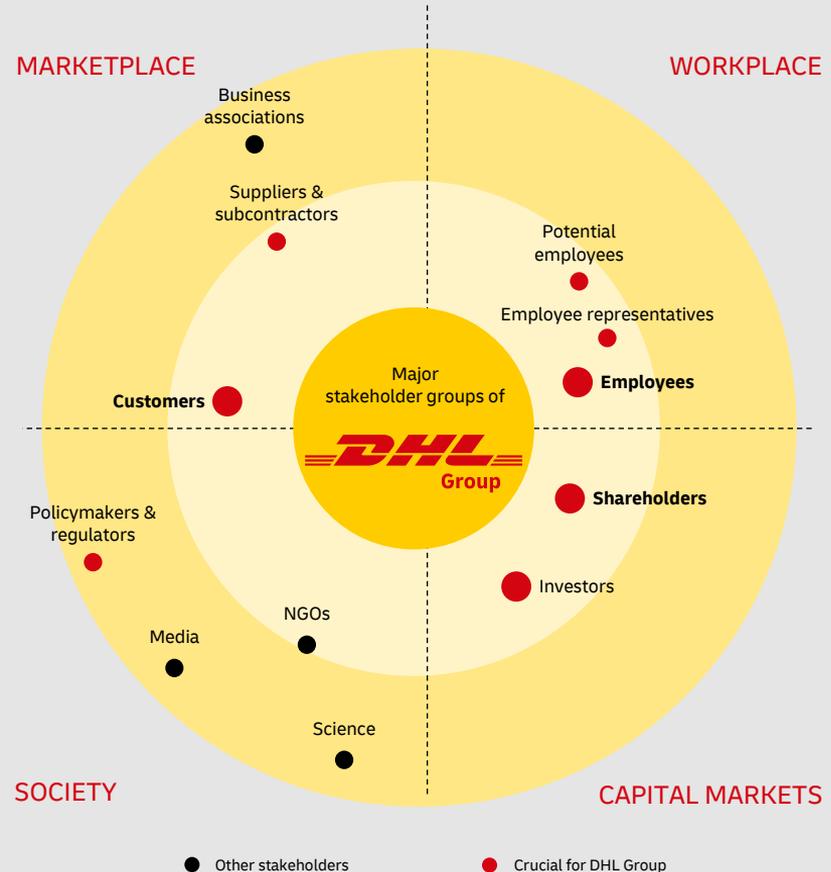
**Dialogue and exchange with stakeholders is an important process for DHL Group and takes place on a regular basis.**

Dialogue formats<sup>1</sup> are used for collaboration and to develop solutions to future social and business challenges.

External perspectives and expertise are contributed by the Sustainability Advisory Council (SAC).

Eight experts from the sciences, business and politics regularly advise DHL Group and play an important role in ESG Roadmap implementation.

<sup>1</sup> Stakeholder Engagement Guidelines (AA1000 Standard).





## FOCUS OF THE ESG ROADMAP

Three focus areas defined in line with the 2021 materiality analysis

- Green solutions for sustainable logistics
- Great company to work for all
- Highly trusted company

DHL Group makes a positive contribution to society through its corporate citizenship programs.



# ESG ROADMAP MEASURES AND KPIS

Concrete measures and measurable KPIs are used to track and show our performance to date.

ESG KPIs are embedded in the management system.

Realized Decarbonization Effects, Employee Engagement and the external cybersecurity rating contribute to the variable remuneration components of Board of Management members and upper management employees.

[→ Outlook](#)



## ESG Roadmap Measures and KPIs



### Green solutions for sustainable logistics

#### Reducing logistics-related GHG emissions

- Using sustainable technologies and fuels
- Expanding e-vehicles in pick-up and delivery
- All new, owned buildings CO<sub>2</sub> neutral
- Sustainable product alternatives



### Great company to work for all

#### Offering best working conditions

- Maintaining employee engagement at a high level
- Promoting gender diversity
- Ensuring employee health and safety at work



### Highly trusted and reliable business partner

#### Conducting business in accordance with the law and own values

- Safeguarding our compliance and cybersecurity expertise
- Building sustainable supplier relations
- Anchoring sustainability in remuneration policies

#### Measures

#### Steering-relevant KPIs

- Logistics-related greenhouse gas (GHG) emissions
- Realized Decarbonization Effects<sup>1</sup>
- Employee Engagement<sup>1,2</sup>
- Share of women in middle and upper management
- LTIFR<sup>3</sup>
- External cybersecurity rating<sup>1</sup>
- Share of valid Compliance Training certificates in middle and upper management

<sup>1</sup> Remuneration-relevant. | <sup>2</sup> Represents the aggregated and weighted results of five statements in the annual Group-wide Employee Opinion Survey. | <sup>3</sup> Work-related accidents per 200,000 working hours resulting in at least one working day of absence following the accident (Lost time injury frequency rate, LTIFR).

# INVESTORS AND CUSTOMERS HAVE SUSTAINABILITY ASSESSED

DHL Group's sustainability performance is independently evaluated by renowned ESG rating agencies and supplier platforms on an ongoing basis.

ESG ratings are primarily used in compiling sustainability-related indices and financial products.

Sustainability aspects are becoming increasingly important in customer's selection of suppliers.



ESG RATING AGENCY



FTSE4Good



Member of  
**Dow Jones  
Sustainability Indices**  
Powered by the S&P Global CSA



SUPPLIER



## CDP: DHL Group rating 'B'

'B' Rating confirmed for climate protection reporting.  
„A-“ Rating for supplier engagement confirmed.

## FTSE Russell: 3.4 out of 5.0 points

Listed in the FTSE4Good index series for >20 years.

## ISS ESG: PRIME

PRIME Status confirms highest quality scores in environmental and social aspects.

## Moody's ESG: 65 out of 100 points

## MSCI: A

## S&P Global: 66 out of 100 points

DHL Group is the only logistics company listed in the DJSI World Index, has numbered among the top 10% of evaluated companies for >10 years

## Sustainalytics: 14.3 points, risk category "low"

## Ecovadis: 75 out of 100 points ('Advanced' Status)

The Group ranks among the top 3% of evaluated companies in the industry ('Advanced' status).

# THE PATH TO CLIMATE-NEUTRAL LOGISTICS



APPROACH



ENVIRONMENT



SOCIAL  
RESPONSIBILITY



CORPORATE  
GOVERNANCE



OUTLOOK



## SUSTAINABLE LOGISTICS

“

*Our transformation to emission-free logistics, remains a priority:*

*We continue to invest in sustainable fuels and technologies, as well as the development of environmentally friendly product alternatives for our customers.”*

**– TOBIAS MEYER**

Chief Executive Officer,  
Board Member for Global Business Services



# COMMITTEES AND GUIDELINES FOR ENVIRONMENTAL ISSUES

## Board of Management: Central decision-making and sustainability focus

Strategy and management	Responsibility for topics					Reporting and controlling
<b>Sustainability Steering Board</b> Ongoing monitoring of the sustainability agenda Chair: CEO, CFO, CHRO <sup>1</sup>	<b>Operations Board</b> Climate and environmental protection Occupational safety Chair: CEO <sup>1</sup>	<b>Global Commercial Board</b> Sustainable product portfolio (GoGreen) Chair: Express <sup>1</sup>	<b>HR Board</b> Employee matters Respect for human rights Chair: CHRO <sup>1</sup>	<b>Global Business Services Board</b> Compliance Procurement Real estate Chair: CEO <sup>1</sup>	<b>IT Board</b> Cybersecurity Data protection IT systems Chair: CEO <sup>1</sup>	<b>Finance Board</b> KPIs Planning Opportunity/risk assessment Materiality analysis Reporting Chair: CFO <sup>1</sup>
<b>Sustainability Advisory Council</b> Members from the sciences, business and politics						
<b>Thematic bodies</b>	Clean Operations Working Group	Steering Committee	LkSG <sup>2</sup> Council		Information Security Committee	ESG Change Board
	OHS Committee	Commercialization Taskforce	DEIB <sup>3</sup> Board H&W <sup>4</sup> Forum			Risk Committee

### Divisions: Operational management of sustainability topics

#### RELEVANT POLICIES

Code of Conduct | Supplier Code of Conduct | Environmental and Energy Policy | Internal policies for procurement processes | Sustainable Fuel Policy | Paper Policy

<sup>1</sup> Chief Executive Officer, Board of Management members responsible for HR, Finance and Express.



## 2050 TARGET DESIGNING SUSTAINABLE LOGISTICS

By 2050 DHL Group aims to reduce all logistics-related GHG emissions<sup>1</sup> to net zero, including those of its transportation subcontractors.

## REDUCE GHG EMISSIONS TO NET ZERO<sup>2</sup>

**40m**  
metric tons CO<sub>2</sub>e

**0**

**2021<sup>3</sup>** Base year

**2050**

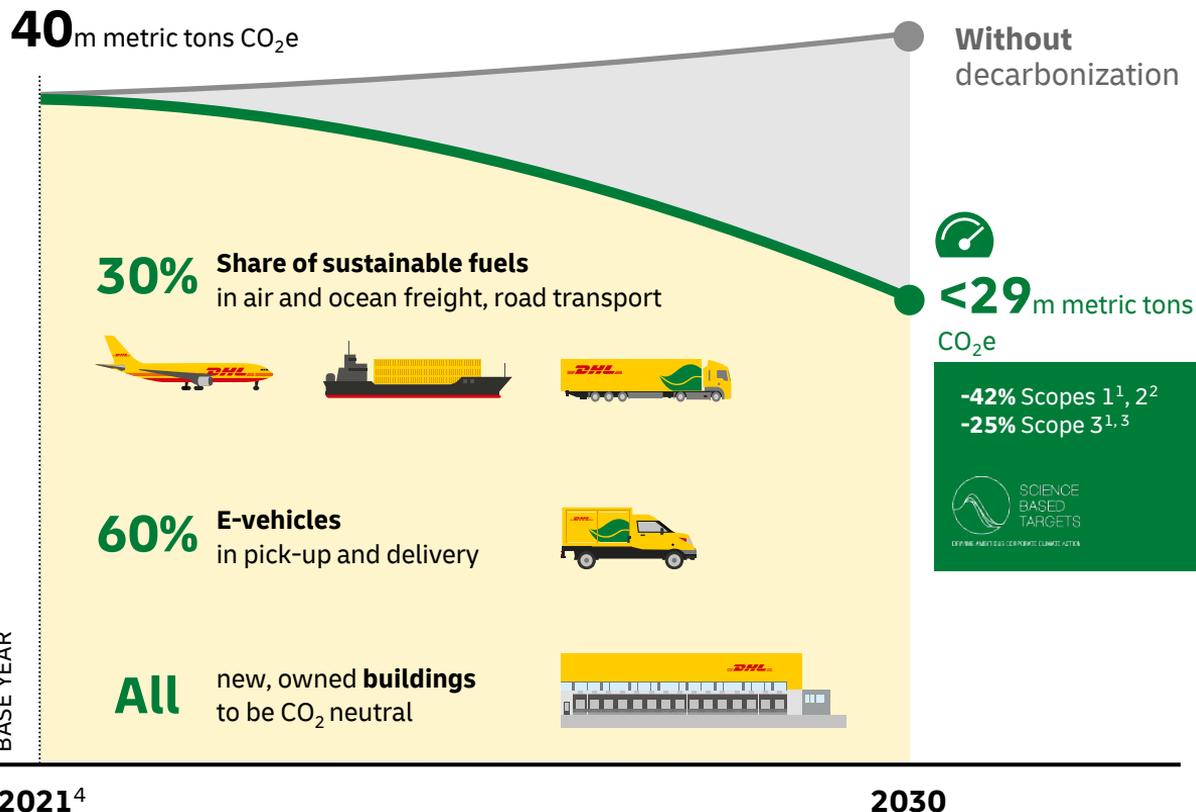
<sup>1</sup> Basis for GHG emissions calculation (well-to-wheel): Greenhouse Gas Protocol, EN 16258 and the Global Logistics Emissions Council Framework. | <sup>2</sup> Schematic representation. Reduction to an unavoidable minimum, which is to be fully compensated for by recognized countermeasures (without offsetting). | <sup>3</sup> Includes the effect from the acquisition of the Hillebrand Group in fiscal year 2022, recognized as of the 2022 Annual Report.



## Decarbonization and targets (schematic representation)

# 2030 TARGET REDUCE GHG EMISSIONS TO <29M METRIC TONS

In the medium term, DHL Group wants to reduce its own direct and indirect emissions (Scopes 1 and 2) by 42% and logistics-related<sup>2</sup> Scope 3 emissions by 25% in total.



1 As of fiscal year 2022, including reduction effects from market-based processes. | 2 Market-based method | 3 Logistics-related GHG categories: 3 Fuel and energy-related activities, 4 Upstream transportation and distribution, 6 Business travel. | 4 Includes the effect from the acquisition of the Hillebrand Group in fiscal year 2022, recognized starting in the 2022 Annual Report.

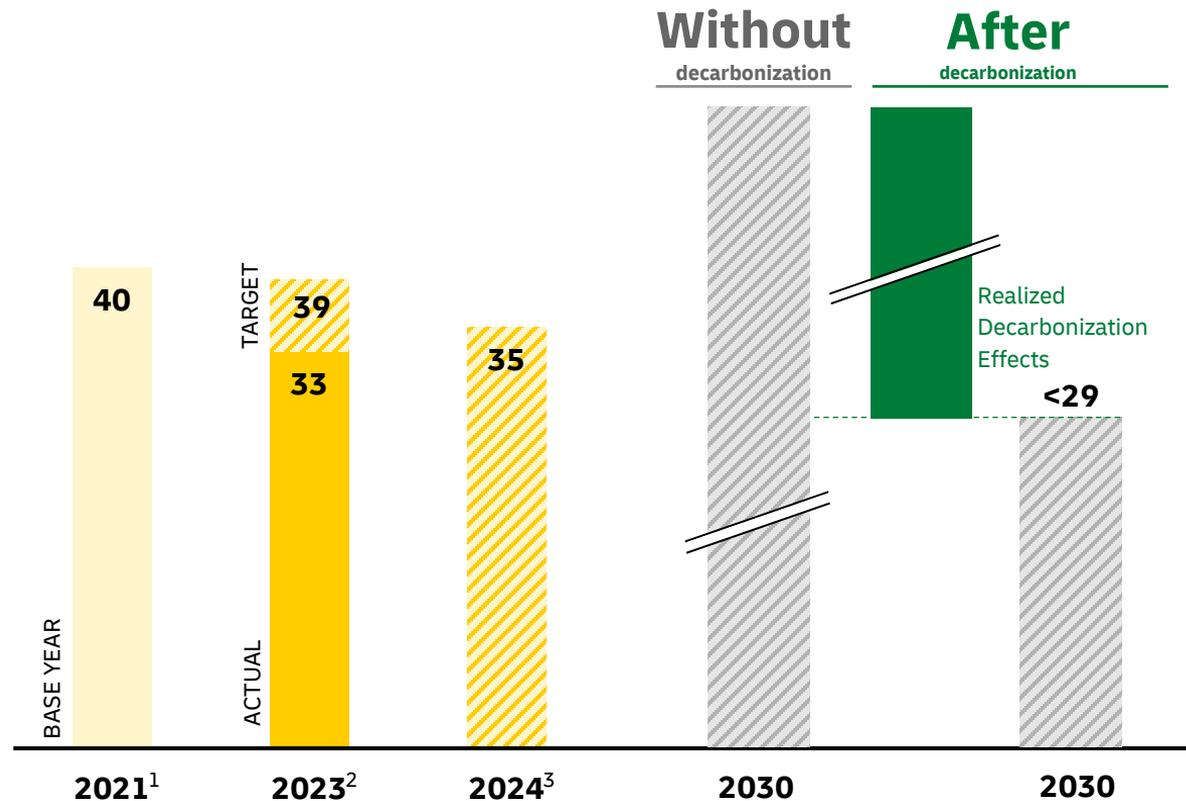


## GHG emissions (well-to-wheel)

Million metric tons CO<sub>2</sub>e

# 2030 TARGET THE PATH TO THE TARGET

With additional expenditure for sustainable fuels and technologies, DHL Group will significantly reduce the rise in GHG emissions by 2030.



1 Includes the effect from the acquisition of the Hillebrand Group in fiscal year 2022, recognized starting in the 2022 Annual Report. | 2 From financial year 2022 including reduction effects from market-based processes. | 3 If transport volumes undergo weaker development, we expect GHG emissions to remain approximately at the prior-year level; if the economy proves to be more dynamic, DHL Group aims to limit GHG emissions to a maximum of 34.9 million metric tons of CO<sub>2</sub>e.



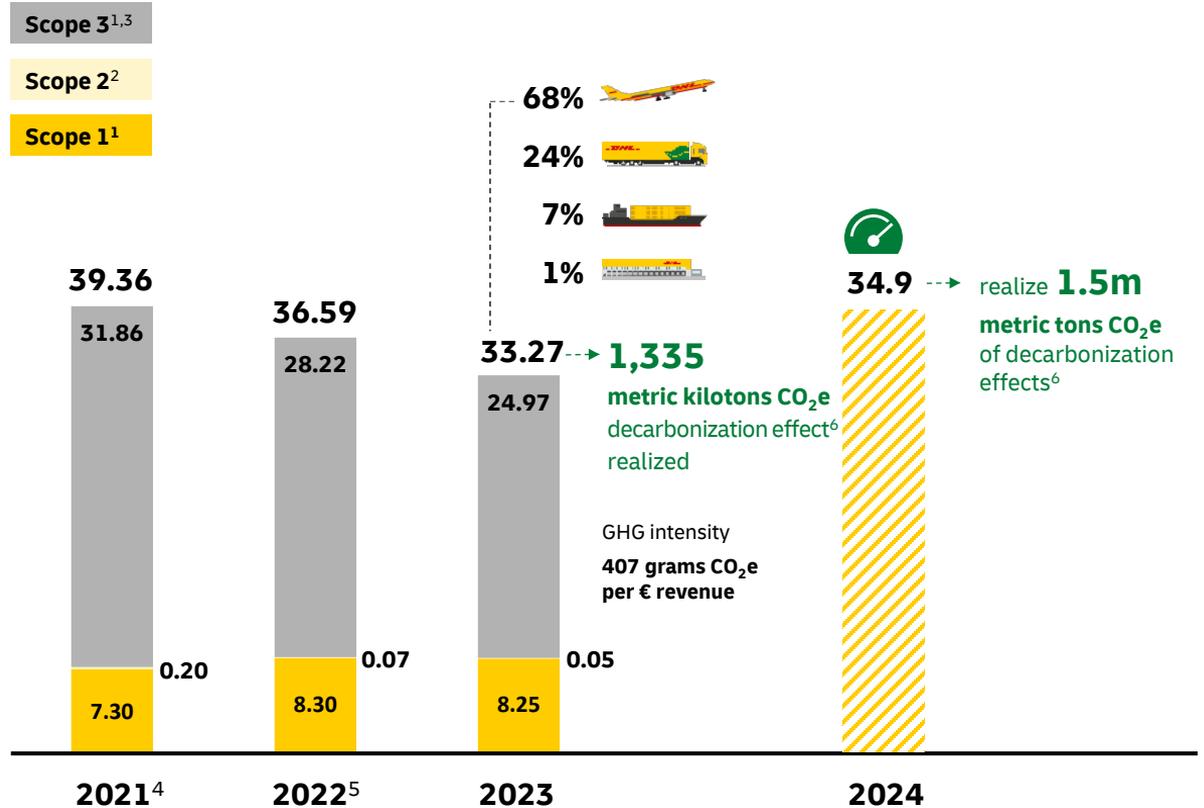
# 2030 REDUCING GHG EMISSIONS

Declining shipment volumes influenced GHG emission<sup>7</sup> trends.

The impact of Group decarbonization measures is also starting to show.

## GHG emissions (well-to-wheel)

Million metric tons CO<sub>2</sub>e



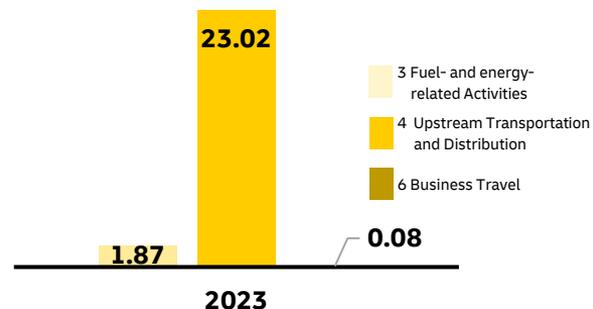
1 From fiscal year 2022, including reduction effects from market-based measures | 2 Market-based methods | 3 Logistics-related GHG categories: 3 Fuel and energy-related activities, 4 Upstream transportation and distribution, 6 Business travel. | 4 As reported in the 2021 Annual Report. | 5 Adjusted. | 6 Steering- and remuneration-relevant. | 7 Steering-relevant.



## GHG emissions in Scope 3 by category of the GHG Protocol

Million metric tons CO<sub>2</sub>e

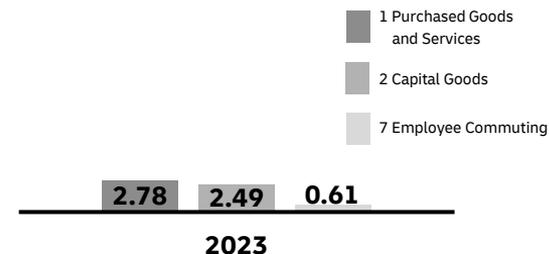
### LOGISTICS-RELATED GHG EMISSIONS



### NON-LOGISTICS-RELATED GHG EMISSIONS

(not considered in the GHG targets)

- Category 5: limited quantitative relevance (<0.1%)
- Category 8: emissions included in Scopes 1 and 2
- Category 14: limited quantitative relevance (<0.1%)
- Category 9 -13: not applicable
- Category 15: for providers of financial services



## 2023 SCOPE 3 GHG EMISSIONS

Calculation and control of logistics-related GHG emissions takes in the entire process chain for generating and supplying energy for transport (well-to-wheel).

### Calculation method for logistics-related GHG emissions

- Use of sustainable fuels is taken into consideration in Scope 1 based on the amounts purchased
- An activity-based calculation model is used for Scope 3 that also accounts for fuel amounts and reduction measures documented by transport companies
- For Scope 1 and 3 emissions, reduction effects from market-based processes are also included that represent a substitution of fossil fuels – without direct physical procurement of the fuels – documented by means of certificates (Book & Claim)





## Energy consumption (Scopes 1 and 2)

Million kWh

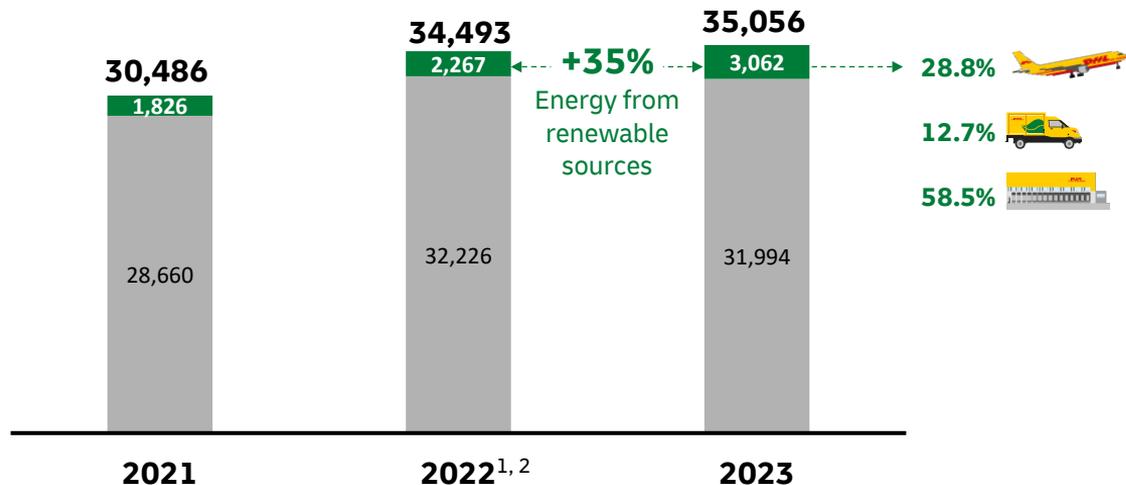
From renewable sources

From fossil sources

# 2023 SUSTAINABLE ENERGIES

The share of sustainable energy sources in total energy consumption at DHL Group continues to increase.

The rise in total energy consumption is primarily attributable to increased use of our own air fleet.



1 As of fiscal year 2022, including the Book & Claim effect in air freight and road transport. | 2 Adjusted.



# SUSTAINABLE FINANCING

DHL Group placed its first sustainability-linked bond in the first half of 2023:

- Issue volume of €500 million
- Term until 2033

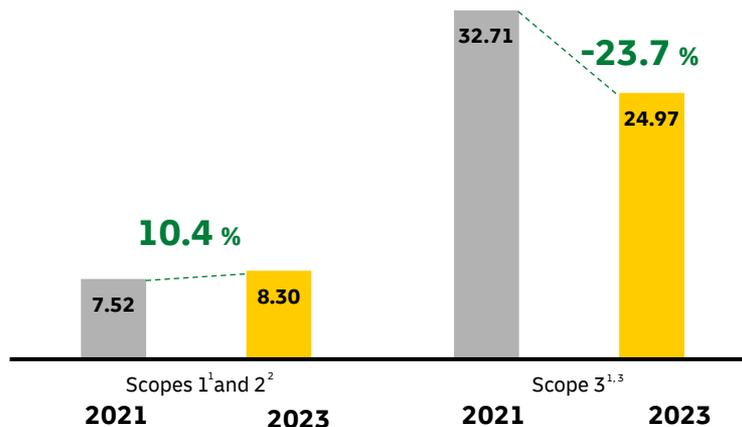
The interest rate of this bond is linked to the medium-term target of significantly reducing GHG emissions by 2030:

- Scopes 1 and 2 by 42%
- Scope 3 emissions by 25%



## Progress made compared with base year 2021

Million metric tons CO<sub>2</sub>e



**-42% Scopes 1<sup>1</sup>, 2<sup>2</sup>**  
**-25% Scope 3<sup>1,3</sup>**

SCIENCE BASED TARGETS  
 DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



Logistics-related GHG emissions are undergoing declining development, in line with expectations. This trend is primarily the result of economic developments and Group decarbonization measures.

- GHG emissions in Scopes 1 and 2 rose by 10.4% compared with the base year
- Scope 3 GHG emissions dropped by 23.7%

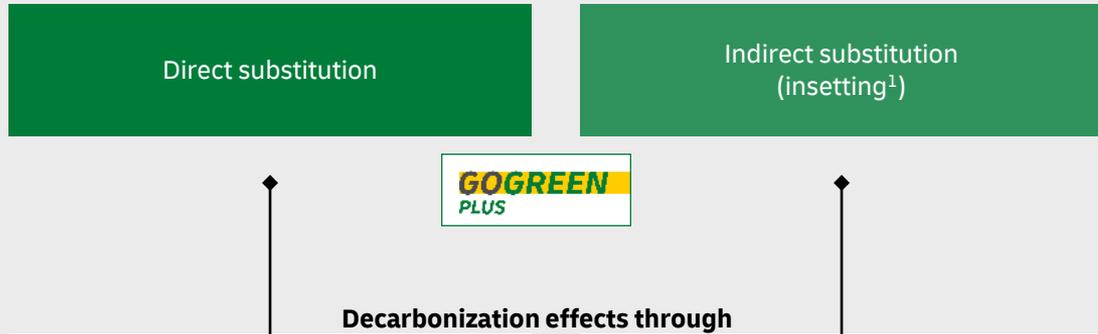
The increase in Scope 1 emissions is due primarily to us shifting transports to our own efficient fleet, while the decline in shipment volumes is reflected in the Scope 3 emissions.

1 The calculation takes the use of sustainable fuels into consideration on the basis of amounts purchased and reduction effects from market-based measures. | 2 Market-based method | 3 Logistics-related GHG categories: 3 Fuel and energy-related activities, 4 Upstream transportation and distribution, 6 Business travel.



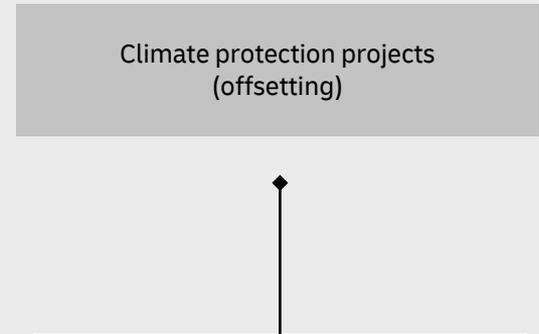
# STEPS TOWARDS CLIMATE NEUTRALITY: MEASURE AND REDUCE EMISSIONS, OFFSET WHAT CANNOT BE AVOIDED

## Reduction measures within the value chain



- Direct vehicle fueling with sustainable fuel or electricity
- Emission reductions determined on the basis of calculations
- Purchase of sustainable fuels or efficient transportation services in the same mode of transport
- Proof of GHG emission reduction:
  - Direct consumption invoice-based
  - Certificates showing substitution of fossil fuels in the value chain

## Compensation outside the value chain



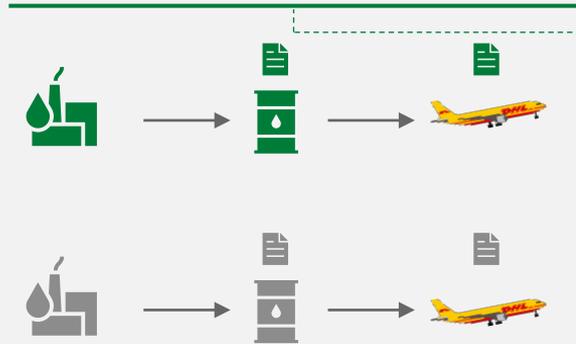
- GHG emission offsetting occurs outside the value chain of DHL Group
- Not recognized by GHG Protocol and SBTi for GHG emission reduction
- Does not alter GHG emissions of DHL Group

<sup>1</sup> Recommended by Science Based Targets initiative's Aviation Guidance. Recognition of GHG emission reductions only after verification.



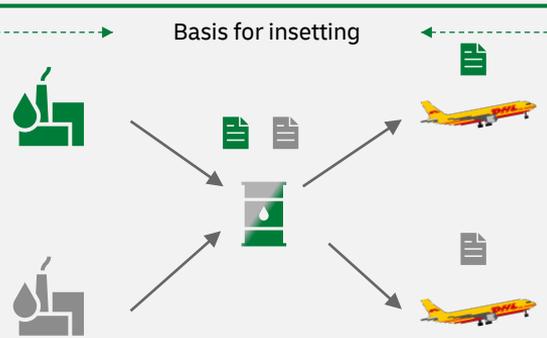
# PROVIDE TRANSPARENCY REGARDING EXPENDITURES ON AND IMPACT OF USING SUSTAINABLE FUELS

## Physically separate fueling



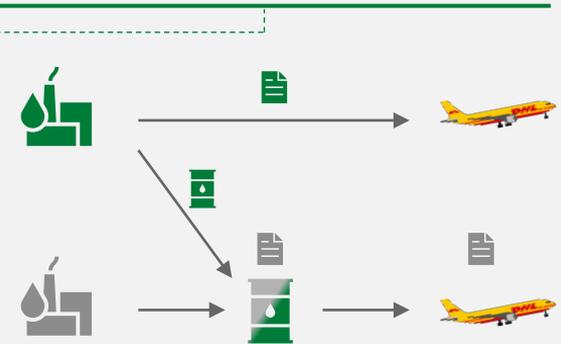
Use of sustainable fuels and fossil fuels along the value chain are separated. Consumption and reduction effects can be determined based on calculations.

## Mass balance



Sustainable fuels are procured via shared distribution systems. Accountable quantities of purchased sustainable fuels must be demonstrated along the value chain.

## Book & Claim



Reduction effects through substitution of fossil fuels are documented by means of certificates – without direct physical procurement of fuels.



- Lack of globally-applicable calculation standards hinders clear separation of mass balance and Book & Claim
- To calculate market-based methods, DHL Group uses the Smart Freight Centre method for calculation



## MEASURES



**USE OF  
SUSTAINABLE  
FUELS**



**PICK-UP AND  
DELIVERY  
ELECTRIFICATION**



**CO<sub>2</sub> NEUTRAL  
BUILDING  
DESIGN**



**SUSTAINABLE  
PRODUCT  
PORTFOLIO**

# 2030 UP TO €7 BILLION FOR DECARBONIZATION

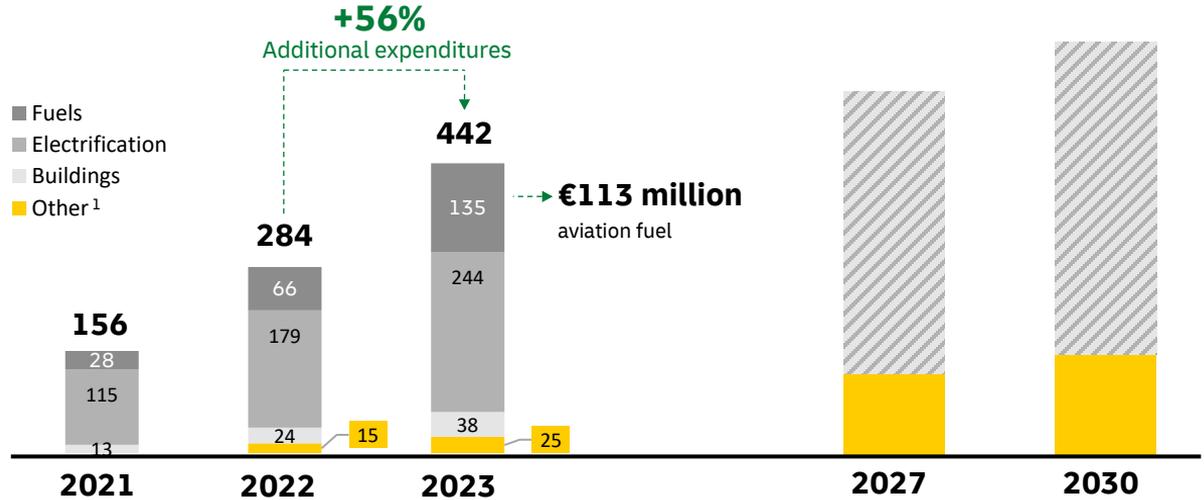
Sustainable technologies and fuels are often more expensive than conventional technologies and fossil fuels.

DHL Group's focus lies on the modes of transport using the most fuel and generating the most emissions, namely air and road transport.



## Additional expenditures for decarbonization

€ million



<sup>1</sup> Shifting shipments to rail, biogas trucks, including supply infrastructure, electricity from renewable sources.



SPOTLIGHT ON DECARBONIZATION  
**EXPRESS**

**2023 GHG emissions**

Million metric tons CO<sub>2</sub>e



**Decarbonization measures**



- Sustainable Aviation Fuel (SAF) offer via GoGreen Plus [→ GoGreen Plus](#)
- Since 2020 first regular SAF supply in Amsterdam and San Francisco Airport  
Now expanded to eight airports around the globe
- 2023 increase of SAF use to 72 kt.



- 47% of the 295 aircraft meet the strictest emissions standard CAEP/8
- Useful life 15 – 25 years on average
- 12 all-electric ‘Alice’ cargo planes ordered; delivery expected from 2027



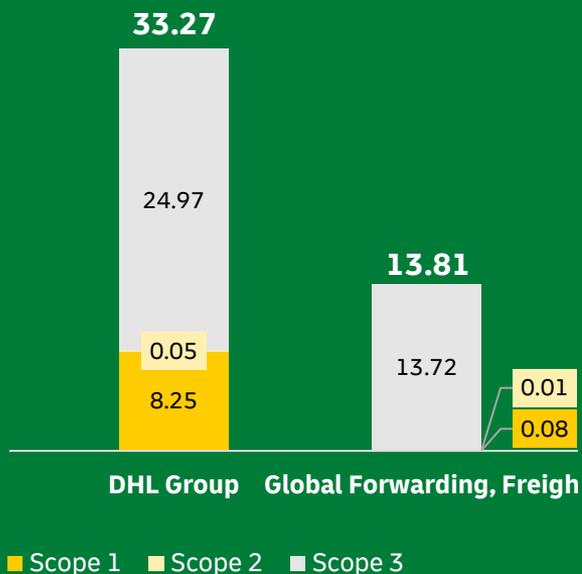
- Network of partnerships with transport subcontractors expanded
- Expansion of e-vehicle and e-trike fleet advanced
- Use of innovative, clean technologies and renewable energy sources in the planning and construction of sites and hubs

SPOTLIGHT ON DECARBONIZATION

# GLOBAL FORWARDING, FREIGHT

## 2023 GHG emissions

Million metric tons CO<sub>2</sub>e



## Decarbonization measures



Global Forwarding, Freight drives decarbonization of supply chain through strong partnerships with like-minded industry partner.

### Air and Ocean Freight

Offering sustainable fuels for ocean freight since 2021, for air freight since 2022 (via book & claim) → [GoGreen Plus](#)

### Road Freight

Decarbonization through alternative technologies since 2023 (via book & claim)

### Rail Freight

Environmentally-conscious rail logistics solutions available in selected regions

### Carbon reports

Around 1,000 road freight users. Global Forwarding offers real-time data to its users. → [GoGreen](#)

### Cooperation with like-minded partners

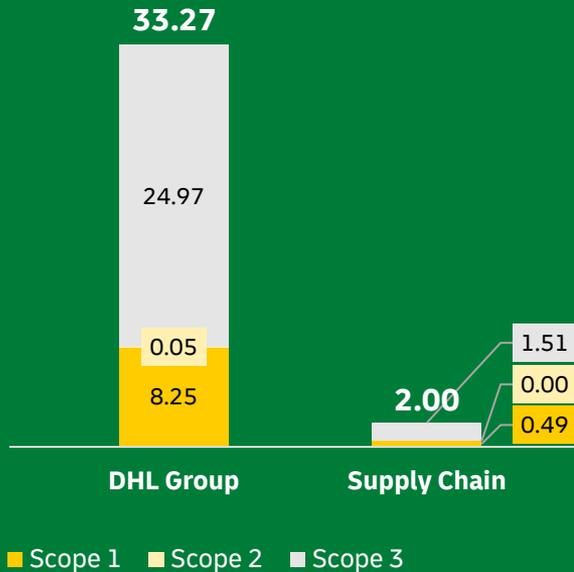
Green Carrier Certifications creates transparency of the sustainability of our subcontractors



## SPOTLIGHT ON DECARBONIZATION SUPPLY CHAIN

### 2023 GHG emissions

Million metric tons CO<sub>2</sub>e



## Decarbonization measures

Supply Chain is driving the decarbonization of its supply chains with a portfolio of state-of-the-art, sustainable products for carbon-neutral storage, transport and packaging.

Guidelines for sustainable transports were introduced, describing effective use of sustainable drive technologies and fuels.

### Sustainable transport

- Great Britain: Fueling stations in parts converted from diesel to HVO (hydrotreated vegetable oil)
- Ireland: Partner setting up biogas generation so that DHL Group trucks can be fueled with sustainably-produced gas

### Warehousing

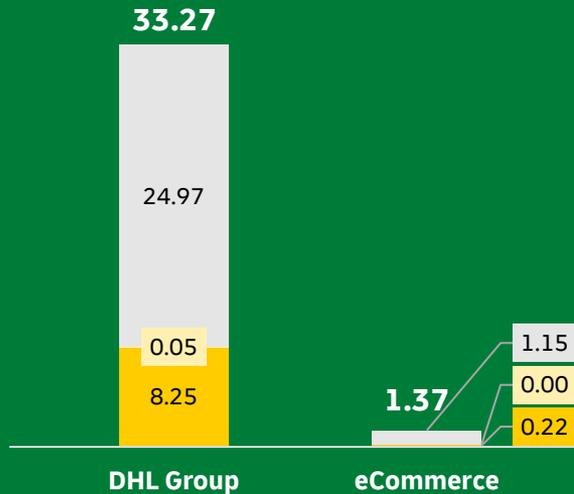
- Expansion of carbon-neutral warehouses continued
- 43% of sites already CO<sub>2</sub> neutral



SPOTLIGHT ON DECARBONIZATION  
**ECOMMERCE**

**2023 GHG emissions**

Million metric tons CO<sub>2</sub>e



■ Scope 1 ■ Scope 2 ■ Scope 3



**Decarbonization measures**

- eCommerce continues to focus on expanding its e-vehicle fleet and increased use of electricity from renewable sources
- Delivery and pick-up in the Netherlands is being made more climate-friendly through increased use of HVO



The Netherlands has >2,000 electric delivery vehicles in service.



Poland and India already use electricity exclusively from renewable sources.

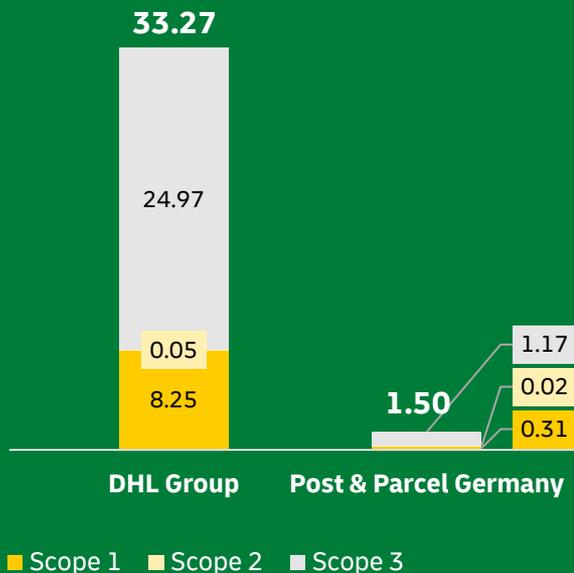


SPOTLIGHT ON DECARBONIZATION

# POST & PARCEL GERMANY

## 2023 GHG emissions

Million metric tons CO<sub>2</sub>e



## Decarbonization measures



### Electric fleet

- Continued expansion of e-vehicle fleet
- On long routes: Use of gas-powered trucks (sustainably produced compressed natural gas, CNG)
- Around 28,100 e-vehicles, 3,700 e-trikes and, 5,500 bicycles in service



### Packstations

- Around 13,000 Packstations in Germany
- Expansion will continue



### Regional solutions

- Example Berlin  
Use of a solar-powered parcel ship between Spandau and Westhafen for the transportation of parcel shipments



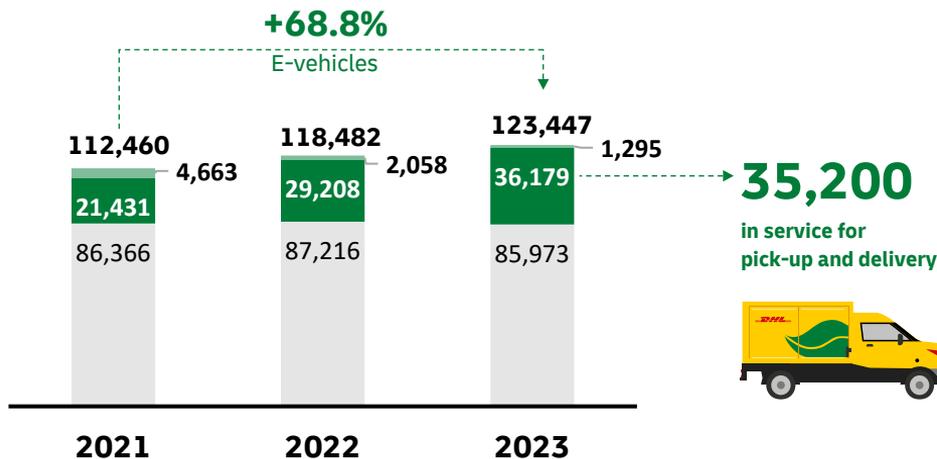
# PICK-UP AND DELIVERY ELECTRIFICATION

DHL Group continuously modernizes its vehicle fleet, using more electrification to introduce alternative drive systems in pick-up and delivery. By 2030, the share of e-vehicles should be 60%.

On long routes, more HVO and gas-powered trucks will be used as alternative drive systems.

## Alternative drive systems for the road vehicle fleet

No. of vehicles



25,000 bicycles  
of which  
14,000 e-trikes  
5,500 e-bikes



Other alternative drives

E-vehicles

Conventional drives



**12,260**  
locations worldwide



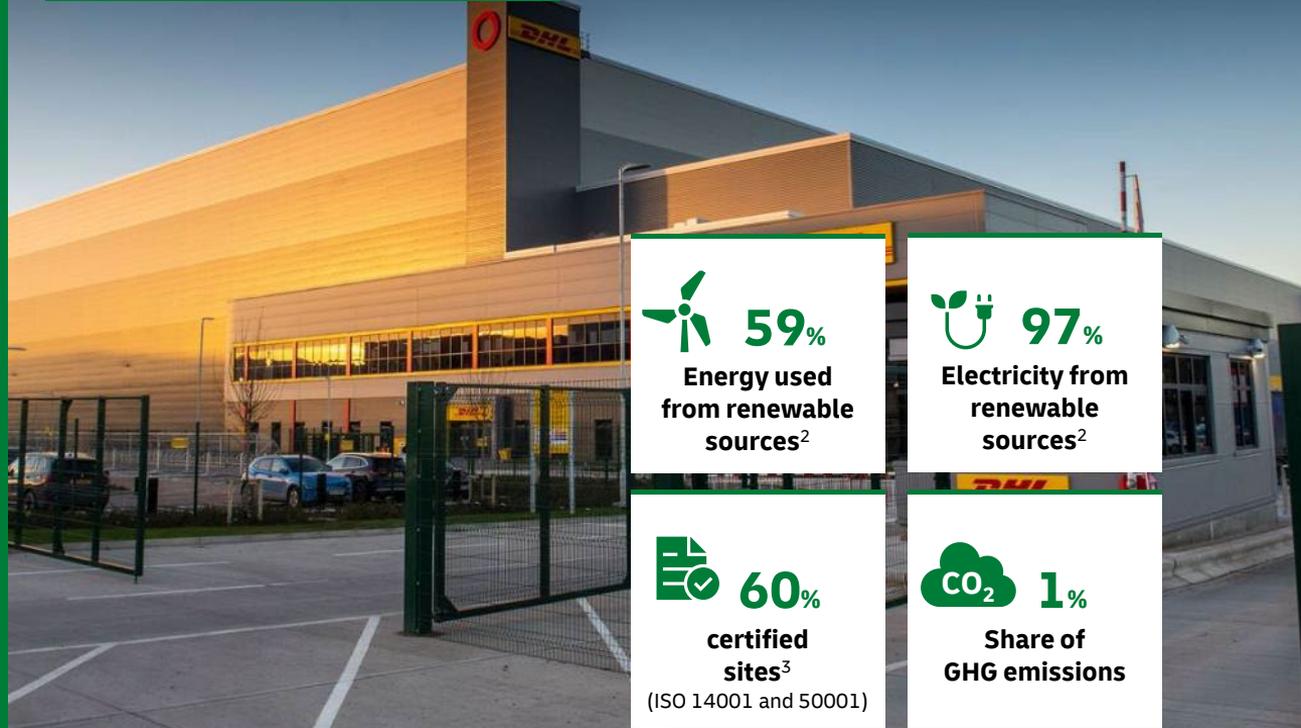
## BUILDINGS TO BE CO<sub>2</sub> NEUTRAL



By 2030, all new owned buildings are to be CO<sub>2</sub> neutral<sup>1,2</sup> through the use of technologies and measures:

- Sustainable and efficient heating systems
- Fuels and electricity from renewable sources
- Own power generation
- Intelligent digital building management systems

External certification is carried out based on the size and strategic importance of the site. If a facility is operated on behalf of a customer, the decision is theirs.



 **59%**  
Energy used  
from renewable  
sources<sup>2</sup>

 **97%**  
Electricity from  
renewable  
sources<sup>2</sup>

 **60%**  
certified  
sites<sup>3</sup>  
(ISO 14001 and 50001)

 **1%**  
Share of  
GHG emissions

<sup>1</sup> In accordance with the internal DHL Group framework (based on the World Green Buildings Council's guidance, certified by SGS). Deviations permitted in justified exceptional cases. [Carbon neutral buildings](#) | <sup>2</sup> Scopes 1 and 2. | <sup>3</sup> Also includes locations that are only certified according to one ISO.



# MEASURES FOR CO<sub>2</sub> NEUTRAL BUILDINGS

In accordance with the internal DHL Group framework<sup>1</sup>, new own sites<sup>2</sup> are designed to be CO<sub>2</sub> neutral<sup>3</sup> through standard measures.



**Energy from renewable sources**  
Solar ready roof  
Photovoltaic system  
Purchased renewable energy from the grid  
Battery storage ready

**Efficient lighting**  
LED lighting with smart control system  
Vertical skylights

**Electricity**  
Charging stations for operating vehicles  
Charging stations for e-vehicles (cars)  
Efficient transformers

**Heating and cooling**  
Efficient HVAC (Heat pumps)  
Natural ventilation, automated control  
Sun protection/shading  
Efficient dock seals  
Rapid rise doors

**Building automation and measurement**  
Enhanced building automation  
Main meter energy monitoring  
Sub meter advanced energy monitoring

**Environment**  
Rainwater harvesting  
Low water use buildings

**Biodiversity**  
Sustainable landscape planning  
Further measures

1 Based on the World Green Buildings Council's guidance, certified by SGS. Deviations permitted in justified exceptional cases. Further information: [CO<sub>2</sub> neutral buildings](#). | 2 Facilities operated on behalf of customers are not taken into consideration. | 3 Scopes 1 and 2.

# ADVANCED MEASURES



Further measures can be used in accordance with the internal DHL Group framework<sup>1</sup> for the CO<sub>2</sub> neutral<sup>2</sup> design of sites<sup>3</sup>.



### Energy from renewable sources

- Wind turbine
- Battery storage

### Environment

- Greened roof
- Greywater harvesting

### Efficient lighting

- Enhanced lighting

### Electricity

- Enhanced electrical infrastructure

### Heating & Cooling

- Sustainable heat generation
- Enhanced heat distribution
- Enhanced insulation
- Sustainable cooling
- Enhanced glazing
- Solar wall
- Solar reflective roof

### Building management and measurement

- Building automation artificial intelligence
- Building automation (enhanced BMS)

<sup>1</sup> Based on the World Green Buildings Council's guidance, certified by SGS. Deviations permitted in justified exceptional cases. Further information: [CO<sub>2</sub> neutral buildings](#), | 2 Scopes 1 and 2 | 3 Facilities operated on behalf of customers are not taken into consideration.

# GOGREEN PLUS PRODUCTS

GoGreen Plus enables customers to make a conscious decision to use sustainable transport solutions or opt for sustainable fuels.

This approach allows DHL Group to uphold its responsibility to the climate and the environment.



## Insetting via GoGreen Plus products

Insetting enables a direct replacement of fossil fuels with sustainable fuels. This means climate and environmental protection is possible along the supply chain. [→ Excursus](#)



### Air freight

Use of sustainable fuels is possible along all trade routes.



### Ocean freight

Sustainable fuels via myDHLi  
Quote + Book.



### Road freight

In addition to using sustainable fuels, rail transport reduces GHG emissions by 30% compared with conventional road transport by truck.





# GOGREEN PRODUCTS

Customers can use GoGreen products to make their supply chains sustainable, offset their emissions and make their carbon footprint transparent.



## Green optimization

- Optimization of customer supply chains with the aim of avoiding emissions, and reducing waste and other negative environmental impacts



## Offsetting

- Offsetting of customer GHG emissions via certified climate-protection projects (Gold Standard)
- This offsetting is not taken into account in the calculation of DHL Group's carbon footprint



## Carbon reports

- Creating transparency for customers as regards their carbon footprint
- The GoGreen Dashboard enables reporting across all transport modes



**GOGREEN**

# TRANSPARENCY VIA THE CARBON REPORT

With the DHL GoGreen Dashboard, DHL Group offers customers a central online platform where their GHG emissions are consolidated across all transport modes.

Currently, the Dashboard can only be used by key account customers. Additional features are now being developed and access for additional customer groups is planned.

## Carbon report: The GoGreen Dashboard



## Central consolidation

GHG emissions from customer transports are consolidated in one place and can be analyzed individually for each product and transport mode.

### Conformity with standards

Aligned with ISO 14083 and the GLEC Framework<sup>1</sup>

### Data visualization

Various forms of data illustration available

### Customization

Use of filters or interactive graphics, consolidation of reports

### Detailed reports

Contain key emissions data and breakdown statistics

### Timeliness

Data is updated on a monthly basis, with customizable periods of time

### Export function

Reports and tables exportable in various forms

<sup>1</sup> Global Logistics Emissions Council



# OTHER TOPICS

**BIODIVERSITY**

**WASTE & RECYCLING**

**WATER**

**NOISE POLLUTION**





## OTHER TOPICS

These topics are not considered material for DHL Group or its stakeholders.

The Group's business models do not have a serious impact in these areas.

### BIODIVERSITY

- Location-based analysis 2023 confirmed: DHL Group sites are generally located in urban areas or designated industrial and commercial zones and pose no direct threat to nature conservation areas or protected animals and plants
- Biodiversity is taken into account when planning new sites
- Fuel policy takes account of biodiversity in the production of sustainable biofuels
- The terms and conditions of DHL Group explicitly prohibit the use of the company network to transport protected plant and animal species
- DHL Group supports the UN Convention on Biodiversity and is a member of the United for Wildlife Transport Taskforce

#### Best practice example

**Logistics Hub Towcester,**  
United Kingdom



- All relevant stakeholders involved in planning
- Extensive investment in road construction to improve the site's functional capacity
- Buildings lowered to reduce their impact on the local landscape
- Improved landscape planting to ensure the buildings blend better into the surrounding landscape
- Inclusion of successful initiatives to control heavy traffic on site and promote sustainable modes of transportation



## OTHER TOPICS

These topics are not considered material for DHL Group or its stakeholders.

The Group's business models do not have a serious impact in these areas.

## WASTE MANAGEMENT AND RECYCLING

- Avoid waste and digitalize processes
- Promote recycling of materials and the circular economy
- Maintenance and scrapping of aircraft, road vehicles and IT equipment is generally the responsibility of the manufacturer or other third-party providers
- Contracts for maintenance and disposal encourage environmentally-friendly practices
- Paper Policy covers procurement and resource-efficient use of paper

### Best practice example

#### BIGBELT

- Packaging solution for palletized goods
- Cover can be used >500 times





## OTHER TOPICS

These topics are not considered material for DHL Group or its stakeholders.

The Group's business models do not have a serious impact in these areas.

### WATER

- Use is limited to sanitary facilities and building cleaning
- Water is mainly obtained from the municipal water supply and disposed of via the public sewage system
- Measures to reduce water consumption are implemented as part of environmental management
- Where possible, rainwater recovery systems and efficient sanitary facilities are installed in new buildings

### NOISE POLLUTION

- Together with stakeholders, solutions are developed to ensure any noise pollution caused by DHL Group is kept to an acceptable minimum
- DHL Group continuously modernized its fleets.
- 32% of aircraft already comply with the best noise protection standard Chapter 14

# ON THE PATH TO BECOMING THE BEST EMPLOYER FOR ALL

**GREAT COMPANY  
TO WORK  
FOR ALL**



**APPROACH**



**ENVIRONMENT**



**SOCIAL  
RESPONSIBILITY**



**CORPORATE  
GOVERNANCE**



**OUTLOOK**



## SPOTLIGHT ON A GREAT COMPANY TO WORK FOR ALL

“

*Social sustainability means focusing on decent working conditions and fostering a culture of respect, diversity and inclusion. This is not only good for our employees, but also makes us economically successful.“*

**– THOMAS OGILVIE**

Board Member for Human Resources and Labor Director



# COMMITTEES AND GUIDELINES FOR SOCIAL ISSUES

## Board of Management: Central decision-making and sustainability focus

Strategy and management	Responsibility for topics					Reporting and controlling
<b>Sustainability Steering Board</b> Ongoing monitoring of the sustainability agenda Chair: CEO, CFO, CHRO <sup>1</sup>	<b>Operations Board</b> Climate and environmental protection Occupational safety Chair: CEO <sup>1</sup>	<b>Global Commercial Board</b> Sustainable product portfolio (GoGreen) Chair: Express <sup>1</sup>	<b>HR Board</b> Employee matters Respect for human rights Chair: CHRO <sup>1</sup>	<b>Global Business Services Board</b> Compliance Procurement Real estate Chair: CEO <sup>1</sup>	<b>IT Board</b> Cybersecurity Data protection IT systems Chair: CEO <sup>1</sup>	<b>Finance Board</b> KPIs Planning Opportunity/risk assessment Materiality analysis Reporting Chair: CFO <sup>1</sup>
<b>Sustainability Advisory Council</b> Members from the sciences, business and politics						
<b>Thematic bodies</b>	Clean Operations Working Group OHS Committee	Steering Committee Commercialization Taskforce	LkSG <sup>2</sup> Council DEIB <sup>3</sup> Board H&W <sup>4</sup> Forum		Information Security Committee	ESG Change Board Risk Committee

### Divisions: Operational management of sustainability topics

### RELEVANT POLICIES

Code of Conduct | Human Rights Policy Statement | Corporate Diversity & Inclusion Statement | Occupational Health & Safety Policy Statement | Health & Wellbeing Policy Statement



<sup>1</sup> Chief Executive Officer, Board of Management members responsible for HR, Finance and Express. | <sup>2</sup> German Supply Chain Due Diligence Act (Lieferkettensorgfaltspflichtengesetz – LkSG). | <sup>3</sup> Diversity, Equity, Inclusion, Belonging. | <sup>4</sup> Health & Wellbeing.

# GLOBAL WORKFORCE

Employees are the Group's most valuable asset.

With some 594,000 employees, DHL Group is one of the world's largest employers in the logistics industry.



## DHL Group's workforce by regions (headcount at year-end)

**594,396** people

employed Group-wide<sup>1</sup>  
of which  
**34.3%** women



**60.3%**

**EUROPE**

**358,602** employees  
of which  
**35.4%** women



**21.3%**

**AMERICAS**

**126,394** employees  
of which  
**35.7%** women



**3.5%**

**MIDDLE EAST/AFRICA**

**21,066** employees  
of which  
**26.3%** women



**14.9%**

**ASIA PACIFIC**

**88,334** employees  
of which  
**29.8%** women



<sup>1</sup> Added to this, 81,782 external FTEs subject to the control and direction of the Group were employed at our locations.

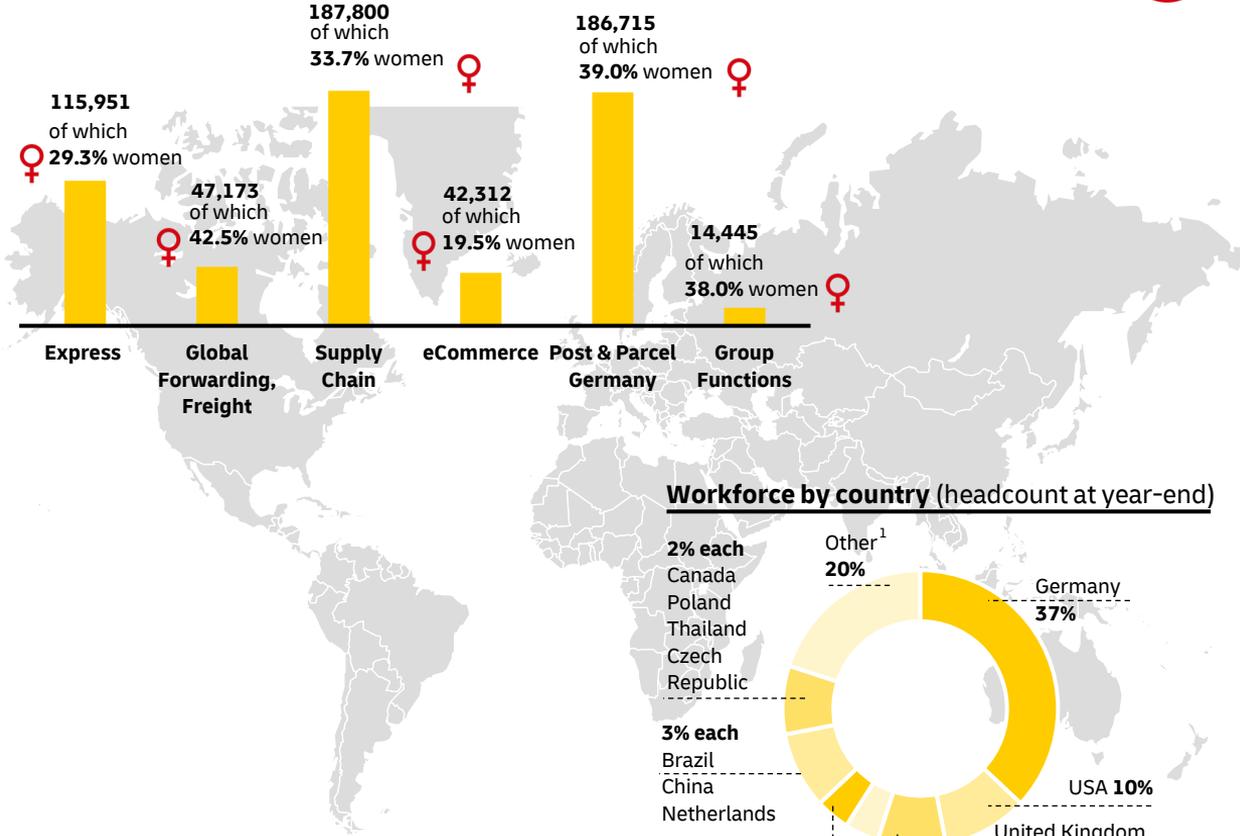


## Workforce by division (headcount at year-end)

# GLOBAL WORKFORCE

Employees are the Group's most valuable asset.

With some 594,000 employees, DHL Group is one of the world's largest employers in the logistics industry.



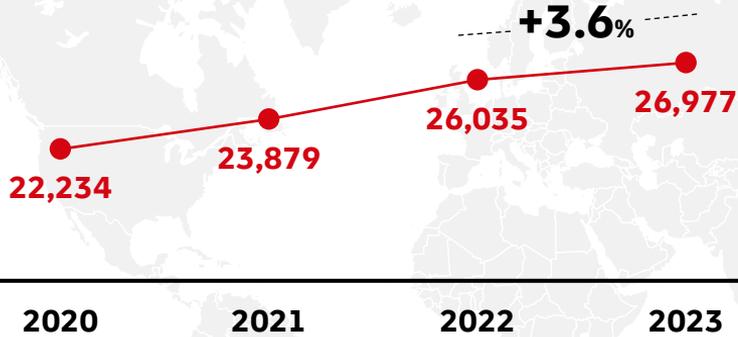
<sup>1</sup> Countries with a share of <2% each.

## PERFORMANCE-BASED REMUNERATION

DHL Group fosters employee loyalty and motivation by offering performance-based remuneration<sup>1</sup> in line with market standards.

### Staff cost development

€ million



**74%**

of employees are remunerated in line with collective agreements.<sup>2</sup>

**70%**

of employees participate in defined benefit and defined contribution pension plans.

<sup>1</sup> Comprises a base salary plus the agreed variable remuneration components such as bonus payments. In many countries, we also provide employees with access to defined benefit and defined contribution retirement plans. | <sup>2</sup> Collective wage agreements, works agreements or statutory salary adjustments.





# GREAT COMPANY TO WORK FOR ALL

DHL Group provides an open, non-discriminatory and healthy working environment where employees can develop as individuals.

Progress is measured using the steering-relevant ESG KPIs Employee Engagement, Share of women in management and Lost time injury frequency rate (LTIFR)<sup>2</sup>.



**World's Best Workplaces  
Top Employer Europe**

ENGAGEMENT

## Attracting and retaining the best talent

**KPI:** Employee Engagement<sup>1</sup>

**2025 Target:** >80% Group-wide

DIVERSITY &  
INCLUSION

## Increasing the share of women in management

**KPI:** Share of women in middle and upper management

**2024 Target:** 28.8%

**2025 Target:** At least 30%

HEALTH &  
SAFETY

## Creating a safe working environment

**KPI:** LTIFR per 200,000 working hours<sup>2</sup>

**2024 Target:** LTIFR maximum 3.3

**2025 Target:** <3.1

<sup>1</sup> Steering- and remuneration-relevant. Represents the aggregated and weighted results of five statements in the annual Group-wide Employee Opinion Survey. | <sup>2</sup> Resulting in at least one working day of absence following the accident.

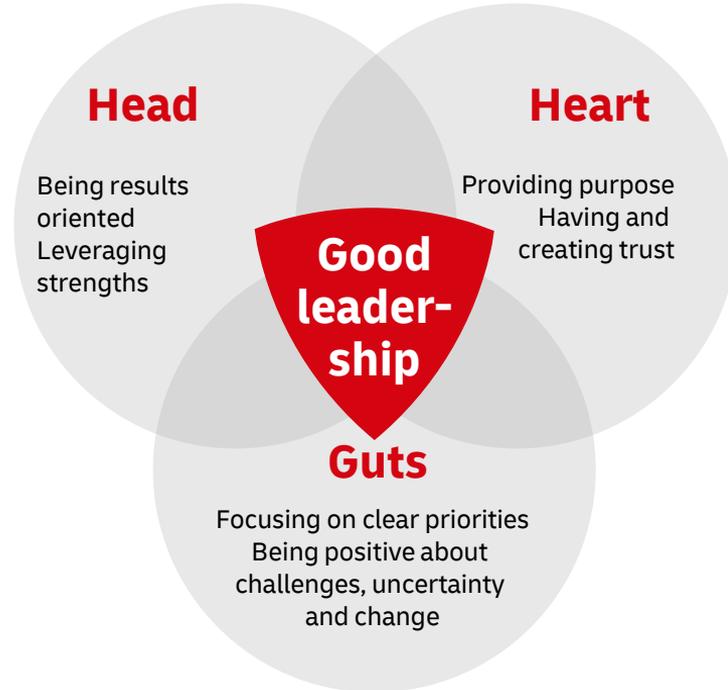


## HEAD, HEART, GUTS

DHL Group's leadership culture aims to recognize and promote employee potential. In their everyday work, employees should be in a position to shape and make decisions based on these leadership principles. There is often more than one solution!

## DHL Group Leadership Attributes and Culture

The leadership attributes give employees a guide on how to conduct themselves respectfully and in a results-oriented manner in daily dealings with internal and external stakeholders. They also learn to see challenges as opportunities and to focus on their own strengths



## SHARE PROGRAM FOR EMPLOYEES

In addition to management employees, non-management employees can now also participate in the company's long-term success. DHL Group aims to use the program to promote employee loyalty and motivation.

### Share program for employees

An additional share program was developed in 2023. It enables DHL Group employees to acquire shares in Deutsche Post AG at a discounted rate.

Through this pilot project, the Board of Management hopes to test the interest in and the feasibility of such a program.



Piloted in  
**12 countries**

**15%**  
Discount rate compared  
with stock market price

**€3,600**  
Annual cap,  
without lockup period





## MEASURES



**EMPLOYEE  
ENGAGEMENT**



**DIVERSITY &  
INCLUSION**



**HEALTH &  
SAFETY**

# EMPLOYEE ENGAGEMENT

A motivated and engaged workforce is the greatest competitive advantage.

Feedback from the survey is used to create the best working conditions for employees, thereby meeting the strategic goal of becoming Employer of Choice.

DHL Group analyzes the survey results and identifies areas for improvement.

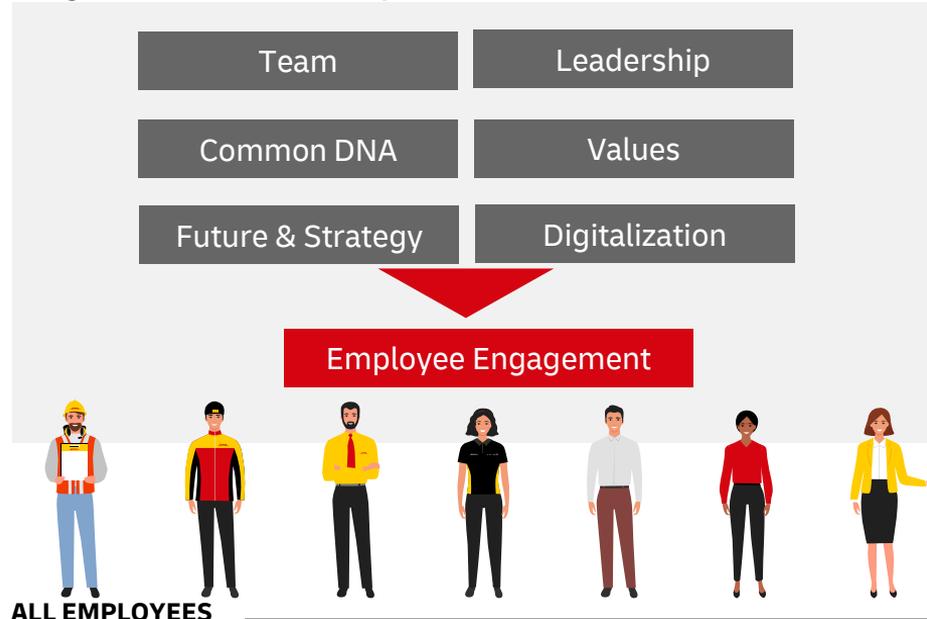


## Annual Employee Opinion Survey: Determining Employee Engagement<sup>1</sup>

As part of the survey, all employees at DHL Group have the opportunity to anonymously rate the company's strategy, values and working conditions.

The analysis of the annual survey results determines the level of Employee Engagement, the performance indicator that contributes to the bonus for Members of the Management Board and upper management employees.

### Categories of the annual survey



**ALL EMPLOYEES**



**77%**  
participation

**83%**

engagement confirmed



**>80%**  
2025 Target

<sup>1</sup> Steering- and remuneration-relevant. Represents the aggregated and weighted results of five statements in the annual Group-wide survey of employees.

# DEVELOPMENT FOSTERS MOTIVATION

DHL Group offers all its employees<sup>1</sup> a targeted and wide-ranging training program.

From functional and strategic trainings to personal development employees are empowered to realize their potential. Lifelong learning is an important pillar in the overall training approach.

Trainings are held online or as classroom-based events.



**4.7 million hours**

The combined training time invested by employees<sup>2</sup>



**€216 million**

expenditure on staff development (€398 per FTE<sup>3</sup>)

1 Regardless whether part-time or full-time. | 2 This does not include job-related training components such as induction or service training. | 3 Average for the year, excluding apprentices and trainees.



# TRAINING AND PERSONAL DEVELOPMENT PROGRAMS

## Central training platform for all employees (selection)



### Functional training

- Certified Logistics Manager
- Certified International Specialist
- Certified Profi Academy
- Introduction to Digitalization
- Further Training and Certification

### Thematic training

- Code of Conduct
- Respecting Human Rights
- Compliance Curriculum
- Data Protection, Competition Compliance
- Information Security Awareness
- GoGreen Specialist

### Personal development

- Cross-cultural Leadership
- Time Management
- Communications
- Presentations

### Career Market Place

- Employee creates user profile and sets out their desired development path
- For the further development of employees and succession planning

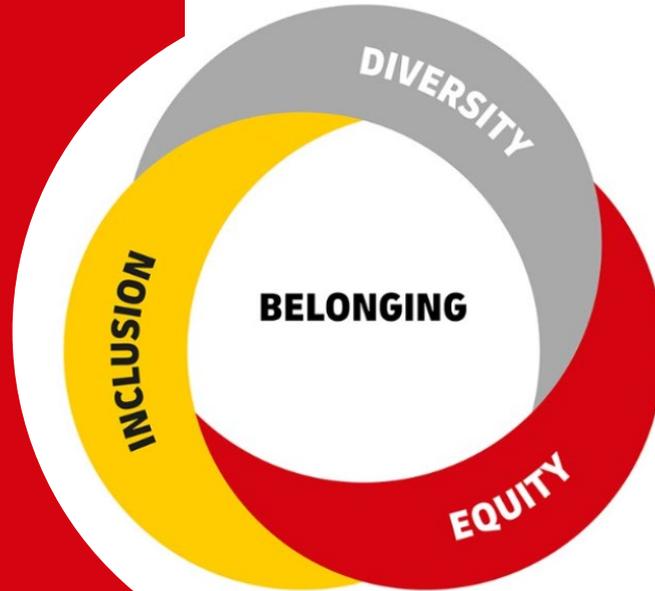




## DIVERSITY IS A STRENGTH

Diversity takes in all the differences that make us unique individuals.

This includes bringing together people with diverse backgrounds, skills, experiences and perspectives across all levels of an organization.



Developing a sense of belonging and expressly rejecting any and all forms of discrimination



Working together in the spirit of mutual trust and respect



Looking solely at a candidate's qualifications to determine their suitability for vacant positions

# BEYOND DIVERSITY AND INCLUSION

DHL Group unites people from many cultures and cultural backgrounds

DHL Group is dedicated to creating an inclusive and equitable working environment where every employee has the same development opportunities, is able to develop personally and never needs to be anything or anyone other than who they really are.

## Diversity Management

The scope of the Group's diversity management activities includes the topics of diversity and inclusion, as well as equity and belonging. Employee retention concepts are continuously being developed.

- **Promoting women in management**  
Female junior managers receive targeted support to prepare them to take the next step in their career.
- **Employees with disabilities**  
DHL Group provides people with disabilities an opportunity to pursue employment and a career.
- **LGBTQ+**  
Individual career goals should be achievable regardless of sexual preference or gender identity. Experience sharing is enabled via the company's internal RainbowNet network.

### Employee Resource Groups

Employees can actively engage in fostering a diverse, inclusive workplace environment. Pilot launched in four countries.



Employees

65.7% ♂

34.3% ♀

14,014

Employees with disabilities in Germany<sup>1</sup>

41

The average age of Group employees

179

Nationalities represented at sites in Germany

<sup>1</sup> Deutsche Post AG (principal company in Germany).

# GENDER DIVERSITY

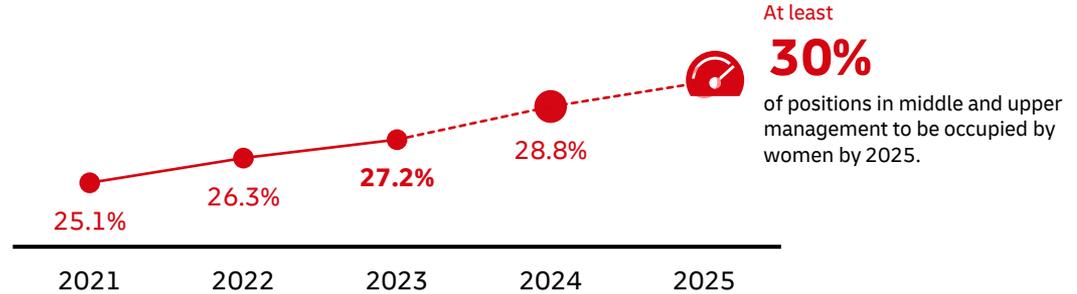
The focus is on promoting the advancement of women in executive positions.

DHL Group uses various approaches and programs to empower female managers to take the next step in their career.

This approach is supplemented by coaching and mentoring, as well as internal networking opportunities.



## Share of women in middle and upper management<sup>1</sup>



### Example of a Group-wide initiative

The "Shift up a Gear" initiative provides holistic support for young female managers.

- Career path reflection, plotting the course toward upper management roles
- Promoting personal development, expanding the repertoire of management tools
- Group-wide networking with executives in middle and upper management
- Assuming more responsible tasks in succession planning

<sup>1</sup> Steering-relevant.



# BEST PRACTICE EXAMPLES

## USA – Diversity

DHL Group<sup>1</sup> considers diverse suppliers (companies run by women, veterans, minorities, disabled people, LGBTQ+ people) in purchasing and tendering processes.

At one location<sup>2</sup> in Texas, 30% of the contract volume is already awarded to these suppliers.

## Mexico – Diversity

Group of 70-year-old interns: The interns receive ongoing support and training from their teams, managers and HR.

## Brazil – Diversity

Joint projects with customers in the consumer sector to promote the employment of women as drivers.

## Germany – Inclusion and integration

DHL Hub Cologne

People on the autism spectrum are trained to work as freight and mail inspection staff.

Integration

A refugee was hired in 2018 as a Group delivery driver at a delivery base. He was promoted to team leader in 2023.

## India – Inclusion

To date, >150 people with disabilities are employed at DHL Group, 30 of whom have speaking and hearing impairments, or musculoskeletal disabilities.

## Kenya – Integration

Internships for female refugees from African countries to develop their professional skills.

1 In accordance with the Supplier Diversity Statement. | 2 DHL Group operates this location on behalf of and according to the specifications of the customer.

# CREATING A SAFE WORKING ENVIRONMENT

The health and safety of employees in the workplace is of central importance and is therefore embedded in the Codes of Conduct for employees and business partners.

Some of the biggest accident prevention challenges are in pick-up and delivery operations, because external influences can only be managed to a limited extent.



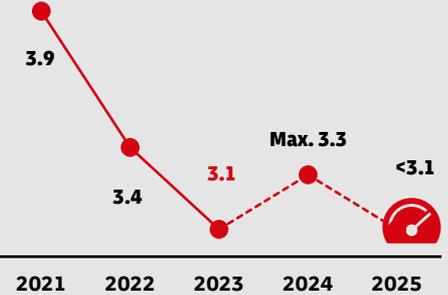
## Management system according to ISO 45001



### Accident prevention

- Analyze and document the causes
- Identify and designate hazardous areas
- Assess potential workplace hazards
- Provide safety training and instruction

## Group-wide LTIFR<sup>1</sup>



## LTIFR<sup>1</sup> by division

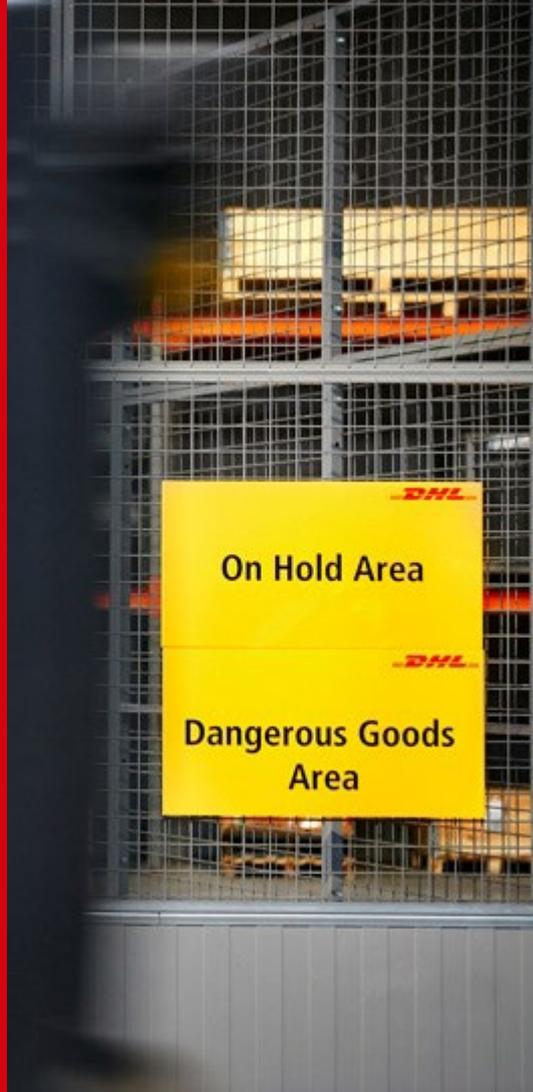


<sup>1</sup> Steering-relevant. Lost time injury frequency rate per 200,000 working hours, resulting in at least one working day of absence following the accident.

## HAZARDOUS GOODS AND MATERIALS

The safety of employees and minimizing risk will always be top priority.

DHL Group specializes in transporting dangerous goods and materials subject to its terms and conditions.



Customers are required to declare, pack and label their dangerous goods shipments correctly.



Only specially trained employees are permitted to handle dangerous goods.



At facilities, dangerous goods safety advisors ensure compliance with prevailing regulations on site.



Dangerous goods are transported and stored in accordance with applicable national and international safety standards.<sup>1</sup>

<sup>1</sup> Incl. IATA, IMDG Code, ADR, RID. Guidelines and policies are available in the languages of the countries concerned.

# HEALTH & WELLBEING

DHL Group understands health as a state of physical, mental and social wellbeing, not just the absence of illness.

Work can be a genuine source of satisfaction and therefore of health.

At DHL Group, a healthy workplace is a place where employees and managers work together to promote wellbeing for all.



## Measures for health and wellbeing

DHL Group offers its employees and their families an Employee Benefit Programm with:

- insurance cover in the form of financial security in the event of death or disability
- health insurance benefits

The Chief Medical Officer advises the Board of Management on all matters relating to occupational health management:

- on the development of physical and mental illnesses in the workplace
- on concepts for dealing with epidemic or pandemic risks

The Health and Wellbeing Policy Statement supplements the Group's guideline on occupational health and safety.

Experts and managers from all divisions advise and discuss in the Health & Wellbeing Forum.

**280,000 employees** in >100 countries

Employee Benefit Programm

## Development of sickness rate





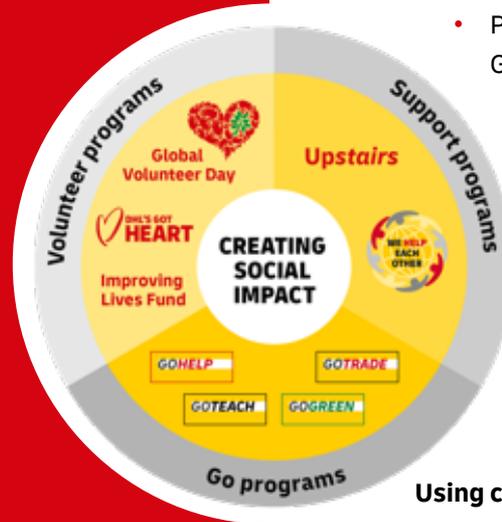
**CONTRIBUTION TO SOCIETY**  
**CORPORATE CITIZENSHIP**

**Disaster  
Response  
Team**



# MAKING A CONTRIBUTION TO SOCIETY

The Corporate Citizenship (CC) programs enable us to make a positive social impact.



## Promoting social engagement

- Encouraging participation in Global Volunteer Day (GVD) all year round
- Providing financial support to volunteer projects through Group-wide and divisional relief funds

## Employee assistance and support

- Scholarships for employee children (UPstairs)
- Employees make donations to provide emergency assistance to colleagues who have been affected by natural disasters (We Help Each Other)

## Using core competencies and strengths

- GoHelp: Disaster management
- GoTeach: Improving employability
- GoGreen: Protecting the environment
- GoTrade: Facilitating global trade

# THE GO PROGRAM PRINCIPLES

Going beyond purely charitable efforts and intentions, the Go programs create an impact by following four guiding principles.

## Creating value for society

- Making a sustainable impact on society and the environment in line with the UN SDGs

## Creating value for the Group

- The Go programs help to boost DHL Group's reputation, both as a business partner and as an employer

## Leveraging strengths and expertise

- Utilizing the global reach and local presence as well as the experience and expertise, knowledge and time of employees

## Collaborating with partners

- Close collaboration with partner organizations enables the programs to develop and have a sustainable impact on the ground
- Promoting the exchange of knowledge and expertise with other companies and the use of new technologies



**78%**

of employees confirm they take pride in the contribution that DHL Group makes to society.<sup>1</sup>

**>100,000**

employees take part in volunteering activities every year.

**UN SDGs 4, 5, 8, 11, 13, 17**

The Go programs make a contribution to these SDGs.

## Partner organizations

- GoHelp: United Nations (UN OCHA, UNDP, World Food Program)
- GoTeach: SOS Children's Villages, Teach For All
- GoTrade: BMZ, GIZ, USAID, ITC, eTrade Alliance

<sup>1</sup> As part of the annual Employee Opinion Survey.

# FOUR GO PROGRAMS

DHL Group's Go programs make it possible for the strengths and capabilities of its people to effect change at local level.

DHL Group's commitment is rated externally<sup>1</sup> as "integrated", the highest possible rating. The strategy, resources, implementation and outcome were evaluated.



## Facilitating global trade

- With expertise in trade and logistics, DHL Group enables sustainable growth in emerging economies and developing countries and helps reduce barriers to trade
- Here, the focus lies on simplifying cross-border trade and enabling small and medium-sized enterprises (SMEs) to power up their potential



## Disaster management

- Optimizing logistics procedures and providing timely support at airports in the wake of natural disasters free of charge (Disaster Response Teams - DRT)
- Developing procedures, emergency plans and training airport personnel to reduce relief supply bottlenecks at airports (Get Airports Ready for Disaster - GARD)

## Improving employability

- Improving the employability of disadvantaged young people
- Employees equip them with the skills they need and prepare them to take their first steps in the working world
- In addition, the Group makes an active contribution to the integration of refugees in Germany



## Protecting the environment

- Training employees in climate and environmental protection, and actively involving them in the Group's initiatives
- Working together with recognized partner organizations to plant one million trees every year

<sup>1</sup> The Social Engagement of DAX Companies in Review by Wider Sense GmbH; February 2024.

# ROLE MODEL FOR RESPONSIBLE CORPORATE GOVERNANCE



APPROACH



ENVIRONMENT



SOCIAL  
RESPONSIBILITY



CORPORATE  
GOVERNANCE



OUTLOOK



## RESPONSIBLE CORPORATE GOVERNANCE

“

*Transparency and credibility in ESG reporting are absolutely crucial for DHL Group. This is why we are actively involved in the development of European and global reporting standards for sustainability.”*

**– MELANIE KREIS**  
Chief Financial Officer



# COMMITTEES AND GUIDELINES FOR GOVERNANCE ISSUES

**Board of Management:** Central decision-making and sustainability focus

Strategy and management	Responsibility for topics					Reporting and controlling
<b>Sustainability Steering Board</b> Ongoing monitoring of the sustainability agenda Chair: CEO, CFO, CHRO <sup>1</sup>	<b>Operations Board</b> Climate and environmental protection Occupational safety Chair: CEO <sup>1</sup>	<b>Global Commercial Board</b> Sustainable product portfolio (GoGreen) Chair: Express <sup>1</sup>	<b>HR Board</b> Employee matters Respect for human rights Chair: CHRO <sup>1</sup>	<b>Global Business Services Board</b> Compliance Procurement Real estate Chair: CEO <sup>1</sup>	<b>IT Board</b> Cybersecurity Data protection IT systems Chair: CEO <sup>1</sup>	<b>Finance Board</b> KPIs Planning Opportunity/risk assessment Materiality analysis Reporting Chair: CFO <sup>1</sup>
<div style="border: 1px dashed red; padding: 5px;"> <b>Sustainability Advisory Council</b>                      Members from the sciences, business and politics                 </div>						
<b>Thematic bodies</b>	Clean Operations Working Group OHS Committee	Steering Committee Commercialization Taskforce	LkSG <sup>2</sup> Council DEIB <sup>3</sup> Board H&W <sup>4</sup> Forum	Information Security Committee		ESG Change Board Risk Committee

**Divisions: Operational management of sustainability topics**

## RELEVANT POLICIES

Code of Conduct | Supplier Code of Conduct | Human Rights Policy Statement | Anti-Corruption and Business Ethics Policy | Information Security Policy | Data Privacy Policy



<sup>1</sup> Chief Executive Officer, Members of the Board of Management responsible for HR, Finance, Express. | <sup>2</sup> German Supply Chain Due Diligence Act (Lieferkettensorgfaltspflichtengesetz – LkSG).



## HIGHLY TRUSTED PARTNER

DHL Group renders its services in compliance with current legislation and in accordance with its own values.

Progress is measured using the steering-relevant ESG KPIs Cybersecurity Rating and Share of valid Compliance Training certificates.

Focus is also placed on respect for human rights.

### CYBERSECURITY

#### Safeguarding cybersecurity expertise

- KPI:** External cybersecurity rating<sup>1</sup>
- 2023:** Cybersecurity rating of 750 out of 820 achievable points
- Target 2024:** At least 690 points

### COMPLIANCE

#### Compliance training for executive employees

- KPI:** Share of valid compliance training<sup>2</sup> certificates in middle and upper management
- 2023:** 98.6% valid training certificates
- Target 2024:** 98% valid training certificates

### HUMAN RIGHTS

#### Respecting human rights (workforce and supply chain)

- KPIs (workforce):** Training level in middle and upper management, on-site reviews and internal audits relating to human rights
- KPIs (supply chain):** Supplier spend covered by an accepted Supplier Code of Conduct, potential high-risk suppliers assessed, internal audits

<sup>1</sup> Steering- and remuneration-relevant from January 1, 2023. | <sup>2</sup> Takes in training on Code of Conduct, anti-corruption, competition compliance and data protection, steering-relevant.



## MEASURES



**COMPLIANCE**



**CYBER-  
SECURITY**



**HUMAN RIGHTS**

# COMPLIANCE MANAGEMENT

DHL Group observes all applicable international anti-corruption standards and statutes and is a member of the Partnering Against Corruption Initiative (PACI) of the World Economic Forum.

## Compliance Management System (CMS)

### Tasks performed by the CMS

- Implement effective measures across the Group
- Establish uniform minimum standards Group-wide

Divisional Compliance Officers support associated activities



### Preventing bribery and corruption

Compliance training comprises the Core Compliance Curriculum (anti-corruption, competitive compliance, Code of Conduct) and data protection training.

Compliance-relevant training is mandatory for management employees.

**98.6%**

Share of valid compliance training certificates in middle and upper management<sup>1</sup>

**219**

Audits performed by Corporate Internal Audit

<sup>1</sup> Employees who have already completed their training must update their certification every two years.



## POLICIES AND REPORTING TIPS

The Group's internal policies and guidelines, along with training on these topics, help employees identify situations in which the integrity of the company could be called into question with respect to relevant third parties.



### Policies and guidelines apply for all levels and all employees

- Code of Conduct: Sets out rules for ethical conduct among employees
- Anti-Corruption and Business Ethics Policy:<sup>1</sup> Clarifies these rules. The policy also sets out rules on how to deal with donations and gifts to political parties and government institutions
- Supplier Code of Conduct: Business partners are thus required to adhere to these same standards



### Whistle-blower hotline

- Employees or third parties can report potential violations of policies and legislation 24/7 via the compliance incident reporting system (whistle-blower hotline)<sup>2</sup>
- Reports are reviewed and investigated internally for potential violations as part of a standardized process. Information on relevant violations is collected and included in the regular compliance reports made to the Board of Management and to the Supervisory Board's Finance and Audit Committee



## PROTECTING INFORMATION AND SYSTEMS

DHL Group's cybersecurity management activities protect the information of the Group, its business partners, employees, and IT systems from unauthorized access, manipulation and data misuse.

### Cybersecurity management

- The IT Board determines the cybersecurity strategy and defines and manages Group-wide protection measures
- Chief Information Security Officers monitor and assess cyber risk on an ongoing basis
- Employees are granted access to systems and data only to the extent required to perform their work
- IT systems and data are backed up on a regular basis, and critical data are replicated in the data centers
- Regular software updates prevent potential security gaps and ensure functionality
- All employees and executives are continuously made aware of current risks by means of phishing simulations
- DHL Group has its cybersecurity evaluated by BitSight, an external rating agency



### ISO 27001

IT data centers certified.

### ISO 27002

Processes and policies based on this standard.

### Cybersecurity rating<sup>1</sup>

**750** points

out of 820 achievable points achieved



**Target 2024:**  
Minimum of **690** points

<sup>1</sup> Steering- and remuneration-relevant.

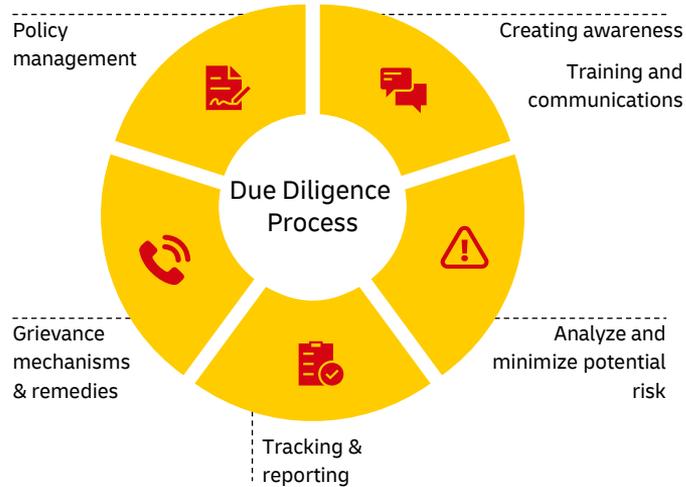
# RESPECTING HUMAN RIGHTS

DHL Group's Human Rights Policy Statement<sup>1</sup> places a focus on human rights relevant for the Group's business models.

The Group's management system ensures that this statement is implemented among our workforce. The system is also used to monitor due diligence compliance.



## Management system for respecting human rights



Potential violations can be reported 24/7 via the compliance incident reporting system (whistle-blower hotline). Reports are reviewed and investigated internally for potential violations as part of a standardized process.

<sup>1</sup> Takes account of the principles of the UN Global Compact and the International Labour Organization (ILO). | <sup>2</sup> German Chain Due Diligence Act (Lieferkettensorgfaltspflichtengesetz – LkSG)



### Focus of DHL Group

- No child and forced labor
- Diversity and inclusion
- Freedom of association and collective bargaining
- Working conditions
- Data protection and environmental protection

**99.5%**

certification rate in middle and upper management

### The **LkSG<sup>2</sup> Council**

monitors implementation of measures in the workforce and along the supply chain.



# STANDARDS IN THE SUPPLY CHAIN

DHL Group expects its suppliers to make a measurable contribution toward sustainable logistics, to the Group's social responsibility efforts and to responsible corporate governance.



## Respecting human rights in the supply chain

The Supplier Code of Conduct<sup>1</sup> reflects the ethical, social and environmental standards of DHL Group.

- The Supplier Code of Conduct is a binding component of relationships with suppliers, including subcontractors
- Procurement employees are regularly trained to identify potential supplier-related risks early on
- The potential for risk of suppliers is calculated at the level of purchase categories (material groups)
- The risk assessment is influenced by 46 types of risk within eight risk domains<sup>2</sup>
- The ultimate classification of the risk potential is based on the evaluation of the probability and the possible impact

<sup>1</sup> Supplier Code of Conduct. | <sup>2</sup> ESG (environment, social, governance), economic, technical, legal, political risk and cybersecurity.



**>€35 billion**

supplier spend covered  
by an accepted Supplier  
Code of Conduct

**>4,000**

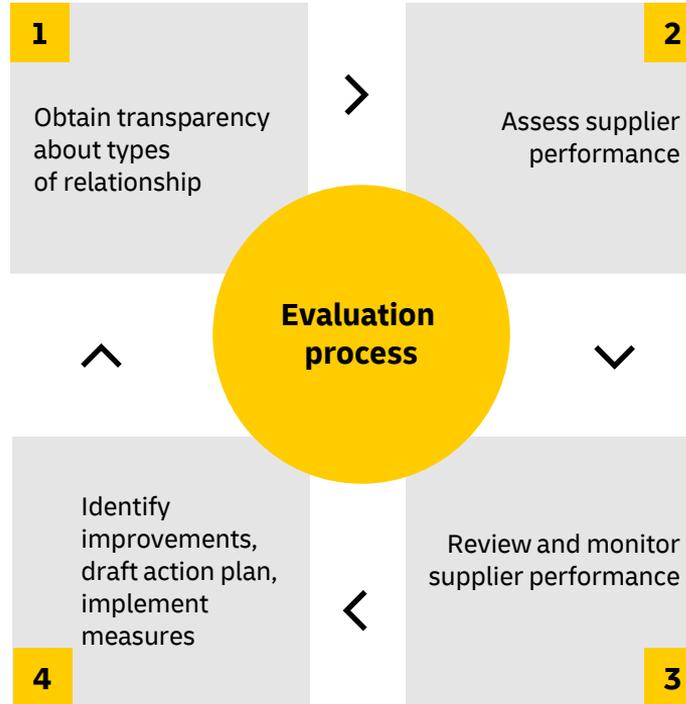
potential high-risk  
suppliers assessed

# SUPPLIER EVALUATION

The selection process ensures that, right from the tender stage, only bidders who share DHL Group's values are invited to participate.

Supplier selection is based on a standardized assessment process which takes both internal and external criteria, such as those from Transparency International (Corruption Perceptions Index), into account.

## Supplier evaluation process



## Supplier portal

- Conveys clear expectations to business partners
- Presents and explains the selection process: Application form, minimum standards, Supplier Diversity Program (USA)
- Suppliers can use the corresponding training module to familiarize themselves with the Supplier Code of Conduct
- Access to the compliance whistle-blower system: Potential violations of the Code or statutory provisions as well as cybersecurity incidents can be reported

# SUPPLIER CODE OF CONDUCT SETS OUT BINDING OBLIGATIONS

The Supplier Code of Conduct is a binding component of the relationship with our suppliers.

By signing it, the supplier undertakes to comply with DHL Group standards and to implement them in its own supply chain.

## Contents of the Supplier Code of Conduct



Children under the age of 15 may not be employed



Encouraging diversity and inclusion



Ensuring compliance with all environmental laws, regulations and standards



No forced, bonded or compulsory labor or modern forms of slavery



Complying with applicable national and international anti-corruption laws and regulations



Ensuring operational continuity



Compensation and working hours on the basis of local laws and mandatory industry standards regarding minimum wages and working hours



Ensuring consistency through adherence to applicable data protection laws and regulations



Continuous improvement through proactive exchange of innovative ideas



Ensuring freedom of association, collective bargaining



Ensuring compliance with applicable health and safety regulations



Ensuring conflict minerals are only used in compliance with all applicable laws and due diligence obligations



## OTHER TOPICS

**OPPORTUNITIES & RISKS**

**TAX STRATEGY**

**TRANSPARENCY &  
CONTROL**

**CORPORATE GOVERNANCE**



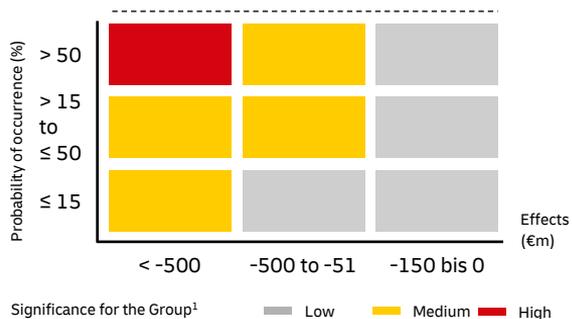


# SUSTAINABILITY-RELATED OPPORTUNITIES AND RISKS

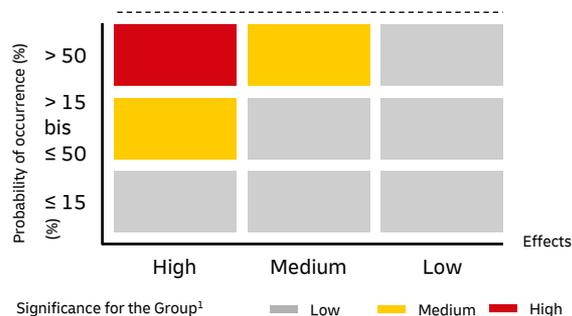
Opportunity and risk management takes place in Group Controlling and also covers sustainability-related aspects and a scenario analysis.

## Assessing risk

### Quantitative risk



### Qualitative risk



### ESG risks of medium significance<sup>1</sup> for the Group

- Risk of operational restrictions due to climate change (qualitative)
- IT security incident (quantitative)
- Availability of energy from renewable sources and sustainable aviation fuels (quantitative/qualitative)
- Carbon taxation (qualitative)
- Restrictions of GHG emissions (qualitative)

<sup>1</sup> High: Tendency toward impact at Group level; Medium: Tendency toward impact at divisional level; Low: Tendency toward impact at local level.



## Scenario analysis according to TCFD recommendations

# OPPORTUNITIES AND RISKS ARISING FROM CLIMATE CHANGE

In addition to the standard process, physical and transitory risks arising from climate change are assessed using a scenario analysis according to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

### TYPES OF RISK ASSESSED

#### PHYSICAL RISKS<sup>1</sup>

##### Acute risks

- Tropical storms
- Floods

##### Chronic risks

- Increasing precipitation
- Exposure to heat
- Rising sea levels
- Increased drought
- Impacts of fire

#### TRANSITORY RISKS

- From regulations and directives
- From technology
- Changed market conditions
- Reputation

#### Outcome of the scenario analysis

##### No significant physical<sup>1</sup> risks identified:

- DHL Group sites are subject to limited risk due to worsening climate scenarios
- Flexible business models facilitate the adjustment and relocation of assets

##### Significant transitory<sup>2</sup> risks identified:

- Risk of operational restrictions due to climate change
- Availability of energy from renewable sources and sustainable aviation fuels
- Carbon pricing trends (carbon taxation)
- Restriction of GHG emissions

<sup>1</sup> Scenario for physical risks: RCP scenarios 2.6, 4.5, 8.5 (Representative Concentration Pathways) of the Intergovernmental Panel on Climate Change (IPCC). | <sup>2</sup> Scenario for transitory risks: Sustainable Development Scenario of the International Energy Agency (IEA).

## GROUP-WIDE TAX STRATEGY

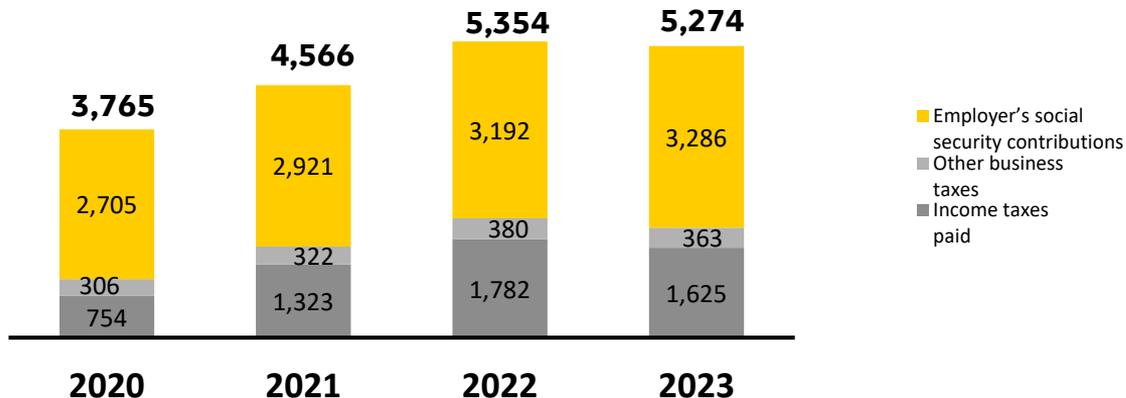
DHL Group's tax contributions help enable the reduction and elimination of poverty as well as the reduction of inequality.<sup>1</sup>

A worldwide network of tax experts ensures compliance in a complex tax environment.

<sup>1</sup> In countries in which DHL Group operates.

### Taxes and social security contributions

€ million



#### Tax principles

- DHL Group is a responsible taxpayer and ensures global compliance with its tax strategy
- DHL Group pays taxes and creates value where its divisions do business
- Risk appetite: No artificial tax structures are entered into
- DHL Group adheres to the wording of tax laws and their intended purpose
- Uncertainty is reduced where possible through alignment with tax authorities and tax advisors

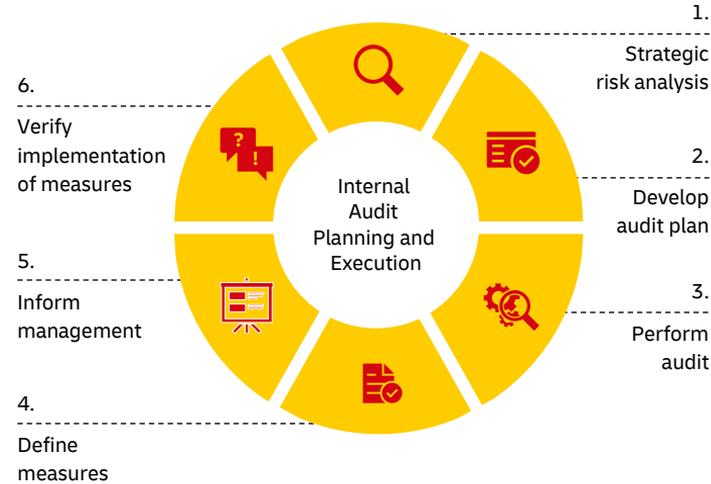


# ASSESSING THE EFFECTIVENESS OF PROCESSES AND CONTROLS

Corporate Internal Audit evaluates the effectiveness of the risk management system, control mechanisms, and management and monitoring processes, contributing to their improvement.

Independent regular and ad hoc audits are performed at all Group companies and at Corporate Headquarters with the authority of the Board of Management.

## Corporate Internal Audit



- The audit teams discuss the audit findings and agree on measures for improvement with the audited organizational units and their management.
- The Board of Management is regularly informed of the findings. The Supervisory Board is provided with a summary once a year.



**219**

audits performed

of which **53**

related to respect for human rights

# PROTECTING INTERESTS, CREATING TRANSPARENCY

Wherever regulation for transparency on lobbying activities exists, full compliance with these regulations is ensured, and the type, scope and financing of the activities pursued to support business interests is reported on.

## Transparency on lobbying activities

DHL Group maintains Corporate Representations in Berlin, Brussels, Washington and Beijing, and publishes its expenditures for lobbying in the Lobby Register of the German Bundestag, in the EU Transparency Register and in the United States. No such register exists in China.

DHL Group employees are prohibited from making donations on behalf of the company.<sup>1</sup>

However, employees are in no way hindered from exercising their rights within the realms of prevailing law. For example, they are entitled to form Political Action Committees (PACS) in the United States.



<sup>1</sup> In line with Anti-Corruption and Business Ethics Policy.



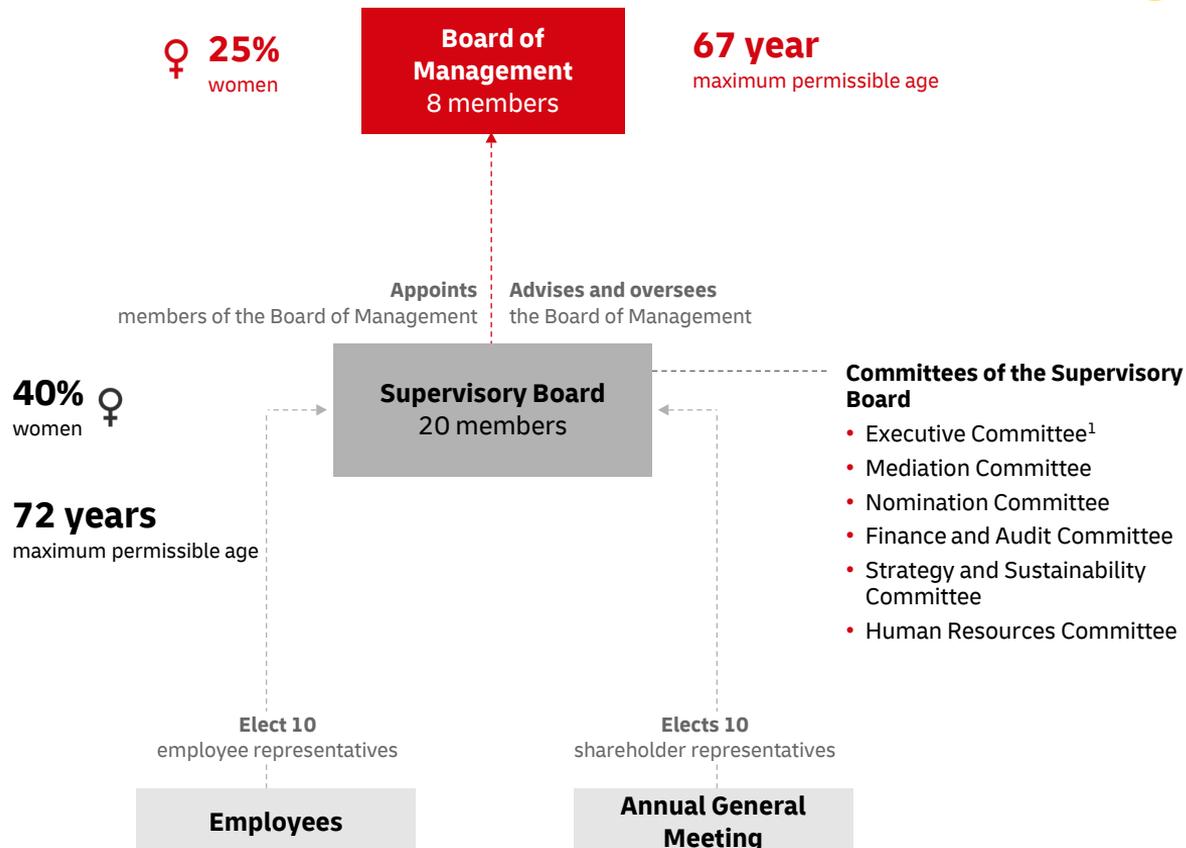


# DUAL MANAGEMENT STRUCTURE

As a listed German public limited company, Deutsche Post AG has a two-tier board structure.

The Board of Management is responsible for managing the company. It is appointed, overseen and advised by the Supervisory Board.

## The two-tier structure



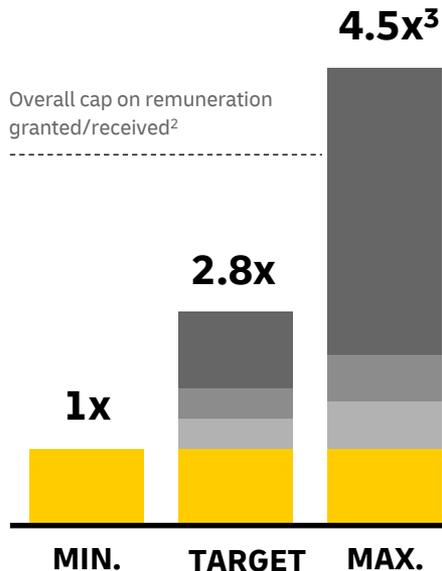
<sup>1</sup> Also responsible for the remuneration of the Board of Management.



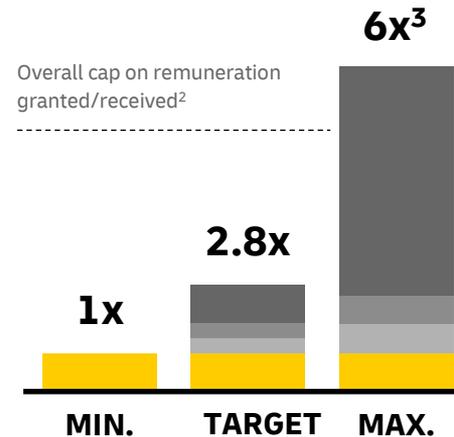
# BOARD OF MANAGEMENT – REMUNERATION RANGE

Total remuneration<sup>1</sup> comprises the fixed annual remuneration (base salary) as well as variable remuneration (long-term components, medium-term components (deferral), annual bonus).

## Chairman of the Board



## Other Board members



Total remuneration<sup>1</sup>

Variable remuneration

■ Long-term component

■ Medium-term component (Deferral)

■ Annual bonus

Fixed annual remuneration

■ Base salary

1 Excluding company pension plan and fringe benefits. | 2 From 2022. | 3 From 2022, annual bonus including medium-term component can be decreased or increased by up to 20% (bonus/malus option) in extraordinary circumstances. Maximum remuneration in case of increase is 4.7 (CEO)/6.2 (other Board members).

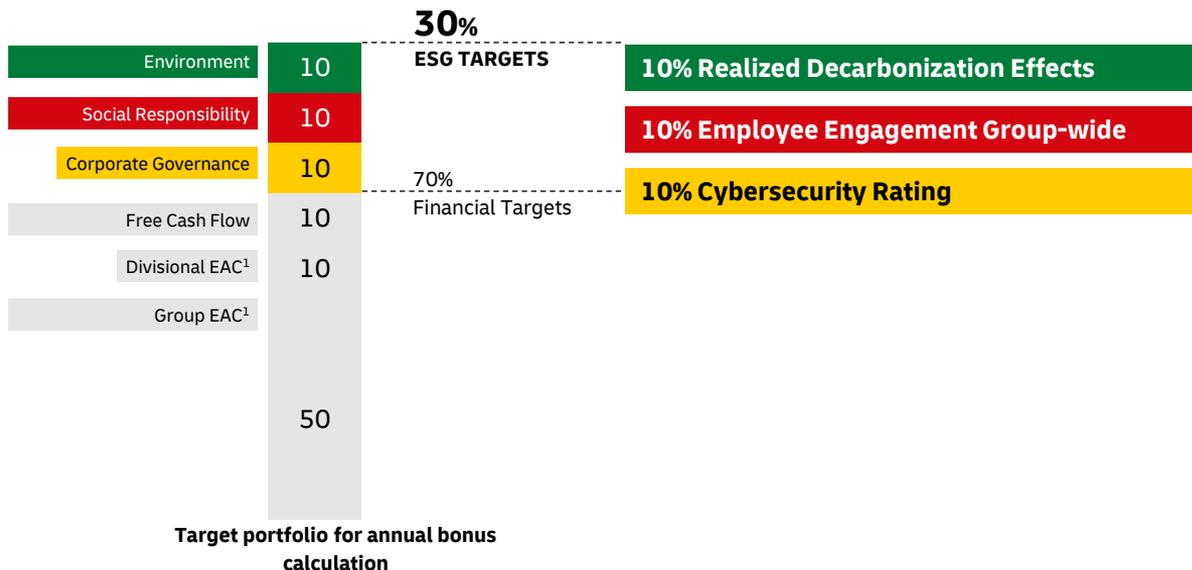


## Weighting variable remuneration

# ESG TARGETS IN BOARD OF MANAGEMENT REMUNERATION

The ESG targets are fully integrated into Board of Management remuneration.

Since fiscal year 2023, ESG metrics have also been included in the annual bonus calculation for executives in upper management.



### Bonus payment schedule for annual bonus and deferral<sup>2</sup>

- 50% paid in the following year if performance targets achieved
- 50% of achieved bonus is paid out after additional two years<sup>3</sup>

<sup>1</sup> Group EAC (EBIT after asset charge) is weighted at 50% for Divisional Board of Management members and the EAC of the respective division for which they are responsible at 10%. For the other Board of Management members, Group EAC is weighted at 60%. | <sup>2</sup> Deferral. | <sup>3</sup> Medium-term component will only be paid out if the EAC target is reached during the sustainability phase, i.e., at least the cost of capital was covered.



# BOARD OF MANAGEMENT REMUNERATION – LONG-TERM

The long-term component takes the shape of cash remuneration which is linked to the company's share price performance.

Participation in the Long-Term Incentive Plan (LTIP) requires personal investment of 10% of annual base salary.

## 1 – Allocation of LTIP

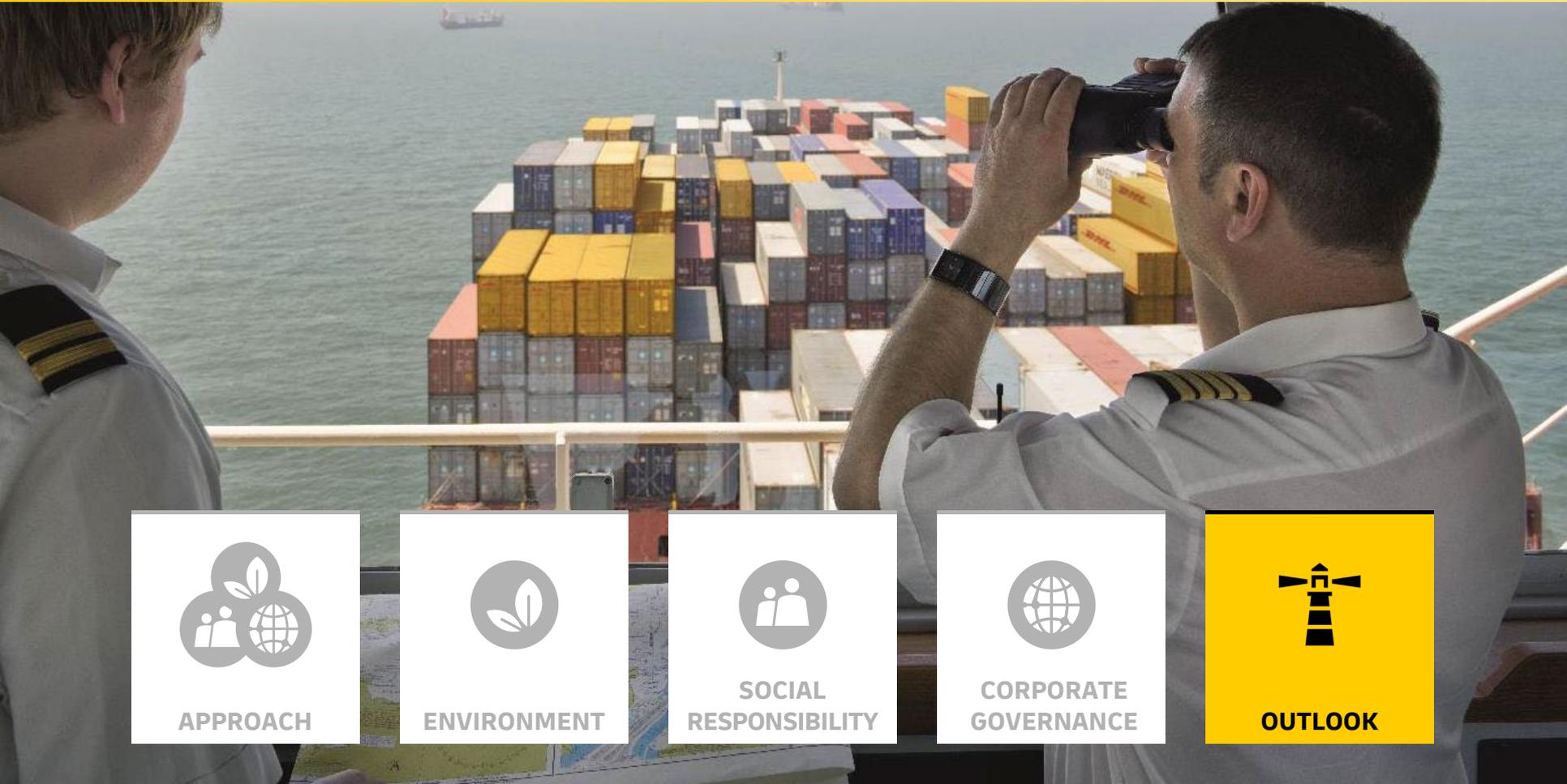
100%  
of annual base salary  
on grant date

## 2 – Exercisable Options

SAR <sup>1</sup> performance targets	Thresholds	Number of exercisable SAR <sup>1</sup>
<b>Performance versus STOXX Europe 600</b>	+10%	1/6
	+0%	1/6
<b>Absolute increase in share price</b>	+25%	1/6
	+20%	1/6
	+15%	1/6
	+10%	1/6

- A four-year vesting period applies
- Granted SARs can only be exercised if share-price based performance targets are met

<sup>1</sup> Stock Appreciation Rights.



APPROACH



ENVIRONMENT



SOCIAL  
RESPONSIBILITY



CORPORATE  
GOVERNANCE



OUTLOOK



# TARGETS OF THE ESG ROADMAP

<b>ENVIRONMENT</b> <b>Clean operations for climate-friendly logistics</b> 	<b>KPI</b> <b>Logistics-related GHG emissions<sup>1</sup></b>	<b>Target 2024</b> 34.9m metric tons CO <sub>2</sub> e	<b>Target 2030</b> <29m metric tons CO <sub>2</sub> e >30% share of sustainable fuels in air, ocean and road freight 60% e-vehicles used in pick-up and delivery All new, owned buildings to be CO <sub>2</sub> -neutral	<b>Target 2050</b> Reduce GHG emissions to net zero <sup>1</sup>
	Realized Decarbonization Effects	1.5m metric tons CO <sub>2</sub> e	-	
<b>SOCIAL RESPONSIBILITY</b> <b>Great company to work for all</b> 	<b>KPI</b> Employee engagement <sup>2</sup>	<b>Target 2024</b> >80%	<b>Target 2025</b> >80%	
	Share of women in middle and upper management	28.8%	At least 30%	
	LTIFR per 200,000 working hours <sup>3</sup>	Maximum 3.3	<3.1	
<b>CORPORATE GOVERNANCE</b> <b>Highly trusted company</b> 	<b>KPI</b> Cybersecurity rating (BitSight)	<b>Target 2024</b> Minimum 690 of 820 achievable points		
	Share of valid compliance training certificates in middle and upper management	>98%		

<sup>1</sup> Without offsetting. | <sup>2</sup> Represents the aggregated and weighted results of five statements in the annual Group-wide survey of employees. | <sup>3</sup> Work-related accidents resulting in at least one working day of absence following the day of the accident.

# MATERIALITY ANALYSIS 2023

New materiality analysis carried out according to ESRS standards.

Double materiality confirms ESG Roadmap approach.



## Reporting fiscal year 2024 according to ESRS<sup>1</sup>

---

Reporting for fiscal year 2024 occurs in accordance with EU requirements.

- A corresponding materiality analysis has been carried out
- The effects, risks and opportunities were evaluated during internal expert meetings
- ESG metrics, responsibilities and internal collection and reporting systems were reviewed for necessary adjustments or expansions

## Analysis of material topics by December 31, 2023

---



ESRS E1 **Climate change**



ESRS S1 **Own workforce**

ESRS S2 **Workers in the value chain**



ESRS G1 **Business conduct**

Company-specific **Cybersecurity**

<sup>1</sup> European Sustainability Reporting Standards (ESRS). Application from fiscal year 2024.



## Concept of double materiality according to ESRs<sup>1</sup>

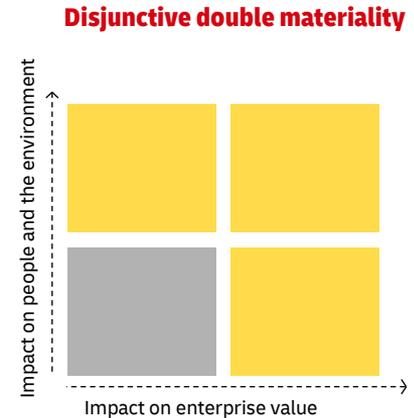
# 2024 NEW MATERIALITY DEFINITION

New materiality concept developed based on the ESRs:<sup>1</sup>

- Risks and opportunities assessed
- Site analyses completed
- Results discussed with internal and external stakeholders

This new materiality analysis serves as the basis for reporting from fiscal year 2024 onwards.

	Topic	Prospects	Metrics
Main impacts	Impact of Group activities/ operations on people and the environment	Inside-out	Scope, magnitude and severity
Financial Materiality	Sustainability-related opportunities and risks	Outside-in	Impact on enterprise value



<sup>1</sup> European Sustainability Reporting Standards (ESRS). Application from fiscal year 2024.



## RELATED LINKS

### Reporting 2023

- [Nonfinancial Statement](#)
- [ESG Statbook](#)
- [Remuneration Report](#)
- [Annual Report](#)
- [Year-end financial statements](#)
- [List of Shareholdings](#)
- [Nonfinancial Statements Archive](#)
- [Lobby register Germany](#)
- [Transparency register EU](#)
- [Lobbying Disclosure US](#)

### Further Information

- [Corporate website](#)
- [Group policies and guidelines](#)
- [Sustainable product portfolio](#)
- [GoGreen Dashboard](#)
- [Corporate Divisions](#)
- [DHL Innovation Center](#)
- [Carbon Accounting](#)

### CONTACTS

- [Media](#)
- [Investors](#)

## **Deutsche Post AG**

Headquarters  
ESG Reporting and Controlling  
53250 Bonn  
Germany

## **Publication**

This presentation presents the nonfinancial progress for the 2023 fiscal year and was published on March 6, 2024, in German and English. In case of doubt, the German version shall prevail. Next update: March 6, 2025.

## **Disclaimer**

This presentation is based primarily on DHL Group's current Annual Report. To the extent any forward-looking statements are contained herein, they relate to statements in the 2023 Annual Report. Because these forward-looking statements are based on plans, estimates and projections, they are subject to risks and uncertainties that could cause actual results to differ materially from the future developments, performance or achievements expressed or implied by the forward-looking statements. They are neither historical facts nor a guarantee of future performance. Deutsche Post AG undertakes no obligation to release publicly any revisions to these forward-looking statements to reflect events or circumstances after the date of this presentation.