

2021 ESG PRESENTATION

ESG ROADMAP PROGRESS TO DATE

Bonn, March 9, 2022



**Deutsche Post DHL
Group**

Purpose of the presentation

This ESG presentation brings together all of the Group's relevant ESG information and provides a transparent report of our progress with regard to our ESG KPIs and targets. It also allows us to address further ESG topics that are relevant for individual stakeholder groups.

The ESG Statbook contains all of our available ESG data since 2016 as well as indexes for the relevant reporting standards GRI, SASB, TCFD and WEF¹.

- Unless otherwise stated, all information relates to the period from January 1 to December 31, 2021, and applies to the entire Group as described in the consolidated financial statements
- The Non-financial Statement has formed part of the Group Management Report since FY 2020. A separate sustainability report has not been published since this time
- We are committed to using gender-neutral language appropriate for our target groups. Exceptions include fixed terms used within our organization and other organizations as well as terms of legal significance
- Finding your way around:



Downloads



External websites



Internal hyperlinks

¹ GRI Standards, Sustainability Accounting Standards Board, TCFD, World Economic Forum.

Deutsche Post DHL Group in figures

Key figures 2021

Financial KPIs

- Revenue €81,747 million
- Group EBIT €7,978 million
- Free cash flow €4,092 million

Express

- 1,210,000 international shipments (TDI) per working day
- 645,000 domestic shipments (TDD) per working day

Global Forwarding

- Air freight: 2.1 million tonnes export freight
- Ocean freight: 3.1 million TEU¹

Supply Chain

14 million m² warehousing and operational space²

eCommerce Solutions

1.1 billion parcels

Post & Parcel Germany

- 49 million letters per working day
- 6.7 million parcels per working day

ESG facts 2021

Environment



- >320 aircraft
- 112,460 vehicles of which 21,430 e-vehicles
- 29,200 bicycles of which 12,400 e-trikes
- GHG footprint: 39.4 million tonnes CO₂e
- 86% electricity from renewable sources

Social



- Around 590,000 employees globally
- 11th largest private employer
- Around 5,100 trainees
- €23.8 billion in staff costs

Governance



- Business operations in 220 countries and territories
- Around 12,600 sites
- Headquarters Bonn, Germany
- International Hubs Cincinnati (US), Hong Kong, Leipzig (Germany)

¹ TEU = Twenty-foot equivalent unit. ² Owned and leased warehouses.



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ESG¹-ROADMAP

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**RELATED LINKS
AND CONTACTS**

Strategy

UN Global Compact

UN Sustainable Development Goals

Stakeholders

Materiality

ESG Ratings

¹ Environment, Social, Governance.



“There is no way around sustainable logistics in the future. **We are deciding today what kind of world we and our children will live in 30 years from now.** And our aspiration is to make a substantial contribution to ensure that this will be an even better world.”

Frank Appel,
CEO
Deutsche Post DHL Group

Significant achievements as a sustainable company

2003 ff.

Unlocking
our Potential
STRATEGY 2015



2009 to 2015



2014 to 2020



STRATEGY 2020

Focus. Connect. Grow.



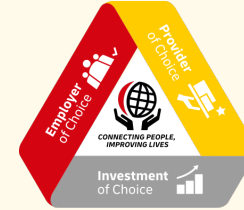
2019 to 2025



STRATEGY 2025
Delivering excellence
in a digital world

2021

ESG Roadmap



Sustainability is integrated into Strategy 2025 at every level



The three components of our ESG Roadmap 2030

Our Purpose: *Connecting people, improving lives.*

On our journey towards more sustainable logistics, we are focusing on three key action areas in which we can achieve the biggest impact:



Clean operations for climate protection



Great company to work for all



Highly trusted company

We are also committed to making a lasting impact in communities around the world through our Go programs.

Slide 52 ff.





ESG Roadmap 2030 aims and objectives

Clean operations for climate protection



Focus

Reducing logistics-related GHG emissions

Measures

- Use of sustainable technologies and fuels
- Road fleet electrification¹
- Climate-neutral design of new buildings²
- Green product portfolio

KPI

Realized Decarbonization Effects⁴

Great company to work for all



Focus

- Employee engagement
- Diversity and inclusion
- Occupational safety and health

Measures

- Attract and retain the best talent
- Actively promote equal opportunities
- Healthy and safe work environment

KPIs

- Employee Engagement⁴
- Share of women in executive positions^{3, 4}
- Lost time injury frequency rate (LTIFR) per 200,000 hours worked⁴

Highly trusted company



Focus

- Compliance: Rendering our services in compliance with current legislation and in accordance with our own values
- Cybersecurity
- Respect for human rights

Measures

- Compliance-relevant trainings
- Cybersecurity skills
- Sustainable supplier relations

KPIs

- Share of valid training certificates^{3, 4}
- Cybersecurity: Under development
- Audits relating to human rights

¹ In pick-up and delivery. ² Owned buildings. ³ In middle and upper management. ⁴ Management-relevant.

ESG integrated into management remuneration: Three bonus-relevant KPIs

From 2022, all three ESG areas, with specific KPIs, will be incorporated into and account for 10% respectively in the bonus calculation of the Board of Management.

Clean operations for
climate protection



- Reducing GHG emissions
- Realized Decarbonization Effects KPI

Great company to work
for all



- Maintaining employee engagement at a high level
- Employee Engagement KPI

Highly trusted company



- Ensuring our business activities are compliant with applicable laws and guidelines
- Share of valid compliance-relevant training certificates KPI

Principles of the UN Global Compact embedded in the Group

The ten principles of the UN Global Compact¹ are embedded in our Code of Conduct and Supplier Code of Conduct.



Code of Conduct defines the way our employees should collaborate with one another



Slide 76

The requirements of the Code of Conduct are further specified in our corporate guidelines²



- Environmental and Energy Policy
- Sustainable Fuel Policy



- Corporate Diversity & Inclusion Statement
- Human Rights Policy Statement
- Occupational Health & Safety Policy Statement



- Anti-Corruption and Business Ethics Policy
- Human Rights Policy Statement
- Information Security Policy
- Data Privacy Policy

¹ DPDHL Group signatory since 2006. ² Selection of the main corporate policies and guidelines.

We are committed to the UN Sustainable Development Goals

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




2021 materiality analysis identifies six material issues

We regularly conduct a materiality analysis to establish the key issues with relevance for the Group

- in line with the GRI standards
- on the basis of double materiality in accordance with the HGB¹

We review the results together with our key stakeholders.

2021 Annual Report 

¹ In accordance with the HGB Sections 289 b, 315 b.

Results of the 2021 materiality analysis

High

Environmental,
social and economic impact

Low

- Energy
- Packaging and material usage
- Waste and recycling
- Human rights
- ESG standards in the supply chain

- Water and waste water
- Transportation of dangerous goods/hazardous substances
- Social engagement
- Product/service quality
- Public policy and political influence
- Corporate governance
- Taxes and economic impact
- Anti-corruption and bribery
- Competitive conduct



- **Climate and environmental protection focusing on GHG emissions**



- **Employee engagement**
- **Occupational safety and health**
- **Diversity and inclusion**



- **Compliance**
- **Cybersecurity**

- Working conditions and standards
- Training and development
- Data protection
- Risk and crisis management

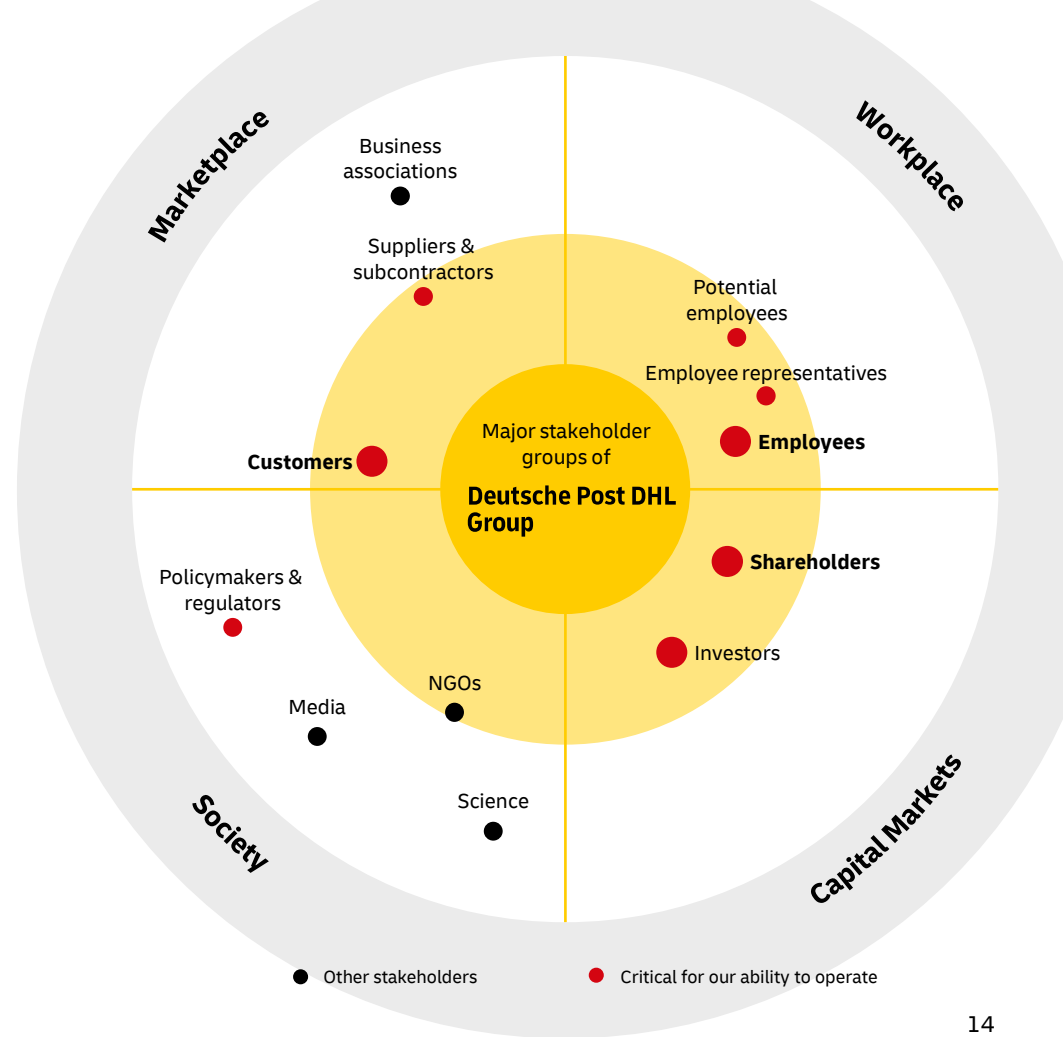
Low

Business impact

High

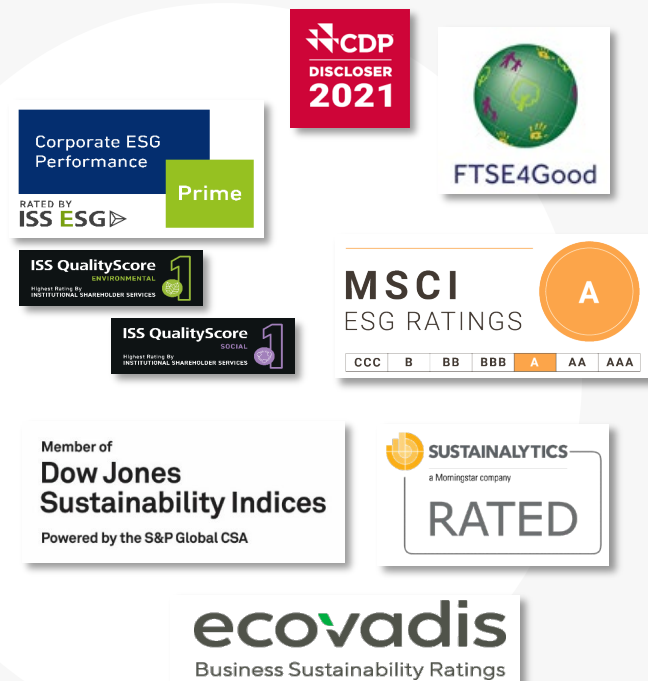
Our stakeholder dialogue

- Regular, open and constructive
- Dialogue is integral to our management process
- We work together with stakeholders to develop solutions to future social and business challenges
- Our dialogue formats are based on our Stakeholder Engagement Guidelines (AA1000 Standard)
- External perspectives and expertise are contributed by the Sustainability Advisory Council



ESG performance confirmed by rating agencies and supplier platform

ESG rating agency	2021 performance
CDP	<ul style="list-style-type: none"> • 'B' Rating confirmed for climate protection reporting • 'A-' Rating confirmed for supplier management
FTSE Russell	<ul style="list-style-type: none"> • Listed in the FTSE4Good index series • Confirmed for >10 years in a row
ISS ESG	<ul style="list-style-type: none"> • PRIME Status: highest quality scores confirmed in environmental and social aspects • No.1 in terms of transparency and disclosure of these aspects
MSCI	'A' Rating
S&P Global ESG	<ul style="list-style-type: none"> • Top 10% of the best companies worldwide • DJSI World and DJSI Europe members
Sustainalytics	Low ESG risk confirmed
Supplier rating	
Ecovadis	<ul style="list-style-type: none"> • 'Advanced' status confirmed • DPDHL Group is among the top 3% of evaluated companies industry-wide





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AND CONTACTS

Targets and measures

Greenhouse gas (GHG) emissions

Energy consumption

ISO-certified sites

Fleets and measures

Other topics

¹ Environment, Social, Governance.



ESG Roadmap 2030 aims and objectives

Clean operations for climate protection



Focus

Reducing logistics-related GHG emissions

Measures

- Use of sustainable technologies and fuels
- Road fleet electrification¹
- Climate-neutral design of new buildings²
- Green product portfolio

KPI

Realized Decarbonization Effects³

Great company to work for all



Focus

- Employee engagement
- Diversity and inclusion
- Occupational safety and health

Measures

- Attract and retain the best talent
- Actively promote equal opportunities
- Healthy and safe work environment

KPIs

- Employee Engagement
- Share of women in executive positions
- Lost time injury frequency rate (LTIFR) per 200,000 hours worked

Highly trusted company



Focus

- Compliance: Rendering our services in compliance with current legislation and in accordance with our own values
- Cybersecurity
- Respect for human rights

Measures

- Compliance-relevant trainings
- Cybersecurity skills
- Sustainable supplier relations

KPIs

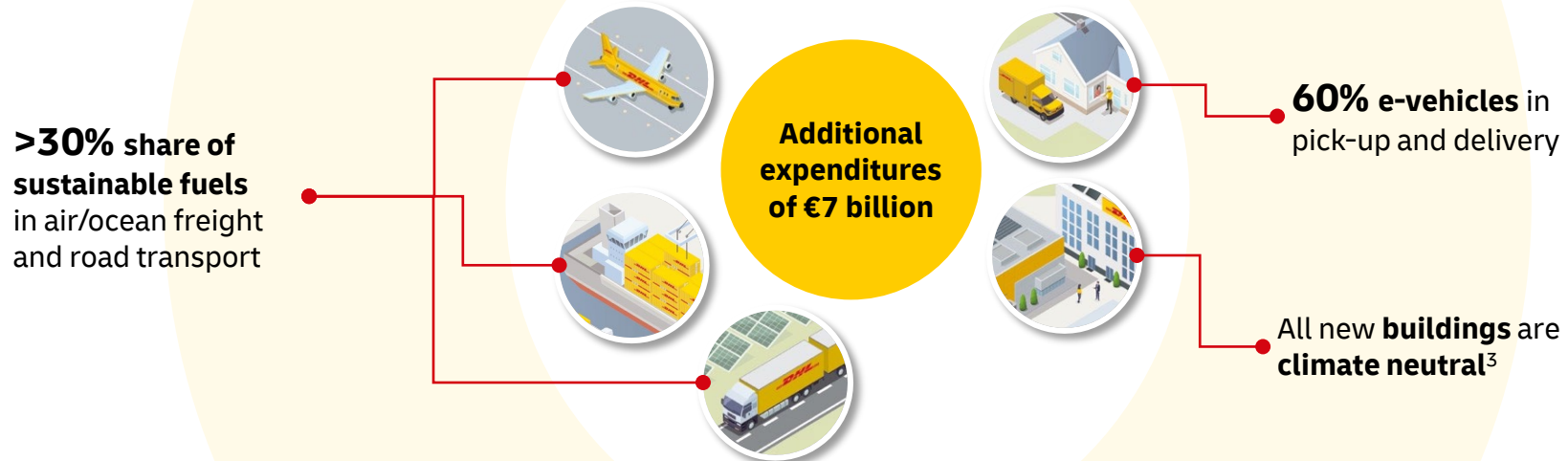
- Share of valid training certificates
- Cybersecurity: Under development
- Audits relating to human rights

¹ In pick-up and delivery. ² Owned buildings. ³ Management-relevant.

Our goals on the path to climate-neutral logistics by 2050

By 2050, reduce logistics-related GHG emissions¹ to net zero² (Scopes 1 to 3, excluding offsetting).

By 2030, additional expenditures of up to €7 billion earmarked for sustainable technologies and fuels.



Joint effort and engagement: Working together with customers, transportation partners and industry partners on initiatives to reduce fuel consumption and GHG emissions; procuring data needed for targeted subcontractor management.

¹ Basis for GHG emissions calculation (well-to-wheel): Greenhouse Gas Protocol, DIN EN 16258 and Global Logistics Emissions Council Framework. ² Reduction to unavoidable minimum, which is to be fully compensated by recognized countermeasures (without offsetting). ³ New owned buildings.



Our path to climate-neutral logistics: reducing logistics-related GHG emissions by 2030



We aim to significantly reduce our carbon footprint by 2030 with the help of sustainable technologies and fuels.

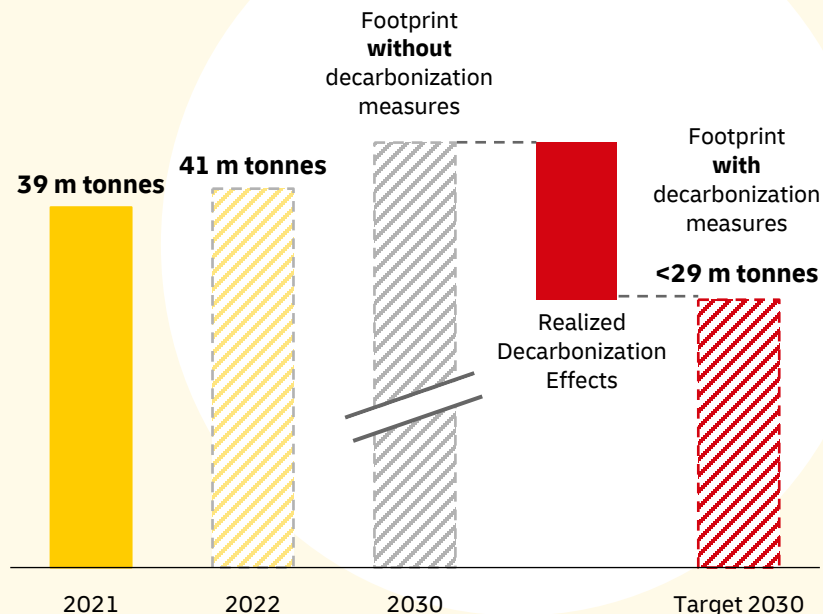
Results 2021

- **728 kilotonnes CO₂e**
Realized Decarbonization Effects
- Further reduction of **172 kilotonnes CO₂e**
by means of mandatory biofuel blends

Planning 2022

- Increase to 41 million tonnes CO₂e expected
- Realized Decarbonization Effects
of 969 kilotonnes CO₂e

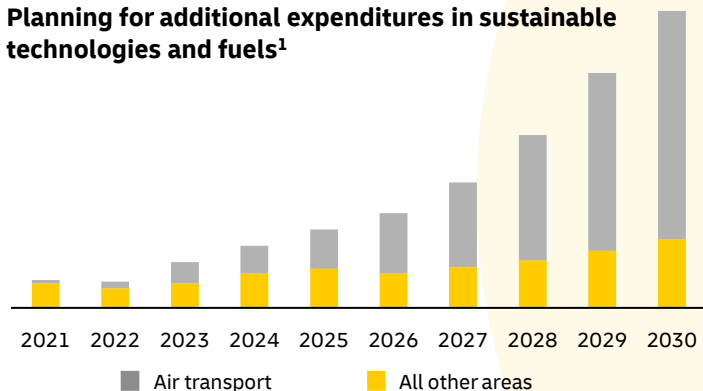
Trends in GHG emissions (million tonnes CO₂e)



Planning for additional expenditures of up to €7 billion

Our focus is on emission and consumption-intensive modes of transportation and expanding our e-vehicle fleet in pick-up and delivery. We also aim to further decarbonize purchased capacity for ocean freight. In addition, we aim to make the design of all new Group-owned buildings climate neutral.

Planning for additional expenditures in sustainable technologies and fuels¹



Additional expenditures in 2021

- **€28 million** used for the purchase of sustainable fuels¹; share of sustainable fuels 1.3%
- **€115 million** used for electrification of the fleet; approx. 20,700 e-vehicles currently deployed
- **€13 million** used for climate-neutral building technology

Additional expenditures of €156m in 2021

¹ Without mandatory blending.

Trends in logistics-related GHG emissions: Our carbon footprint 2021

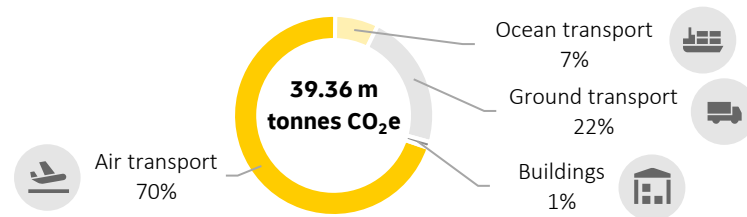
Reporting switched to well-to-wheel:

Measurement along the entire process chain
(including energy supply)

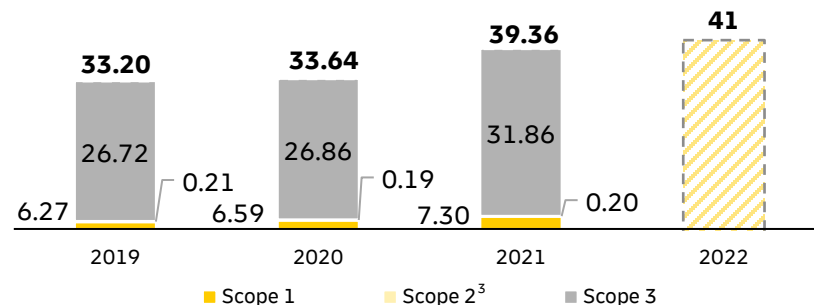
GHG emissions increased to 39 million tonnes CO₂e in 2021

- Scope 3 emissions and air freight are the biggest drivers
- Increase mainly due to business growth and COVID-19 effects²
- GHG efficiency dropped to 36 index points

GHG emissions by mode of transportation in 2021



Trends in GHG emissions (million tonnes CO₂e)



¹ Basis for GHG emissions calculation: Greenhouse Gas Protocol, DIN EN 16258, Global Logistics Emissions Council.

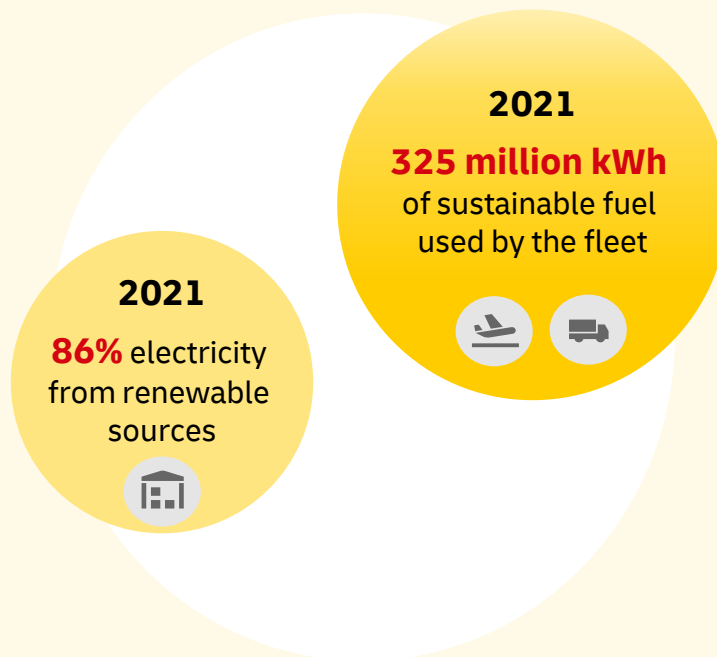
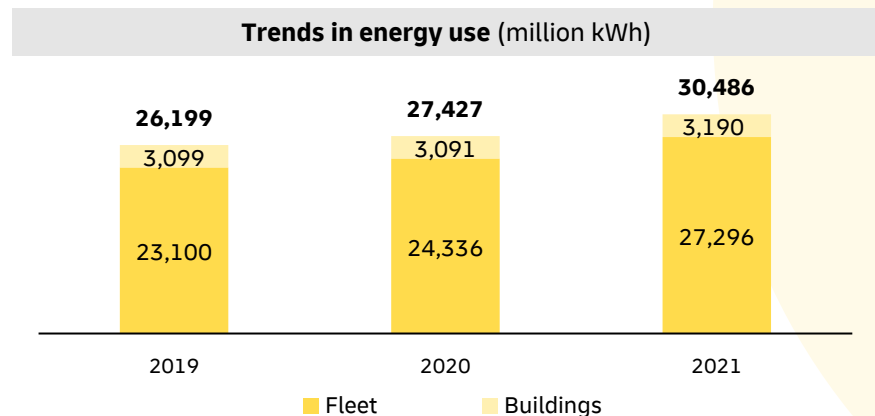
² Incl. lower number of scheduled flights and increased emissions for cargo transported therein due to lower utilization of passenger cabins. ³ Market-based method.



Energy consumption 2021 – owned fleets and buildings (Scopes 1 and 2)

Total energy consumption rose to 30,486 million kWh.

- Air transport consumption increased by 5.4%
- Road transportation consumption decreased by 8.0%
- Share of electricity from renewable sources continuously high



Environmental management, alternative drive systems, electricity from renewable sources in 2021

AMERICAS



1,100 vehicles with alternative drive systems



96% electricity from renewable energy sources

MIDDLE EAST/AFRICA



45% electricity from renewable energy sources

ISO-CERTIFIED SITES

58% of the 12,600 sites are ISO certified

- 5,900 according to ISO 14001
- 6,400 according to ISO 50001
- 5,000 according to both

EUROPE



24,200 vehicles with alternative drive systems



94% electricity from renewable energy sources

ASIA PACIFIC



800 vehicles with alternative drive systems



61% electricity from renewable energy sources



OUR MEASURES



Measures for sustainable air freight by 2030

Sustainable fuels (SAF)

- Blending ratio of >30% SAF by 2030 (Scopes 1 and 3)
- Strategic partnerships with SAF producers and freight carriers

Fleet modernization

Ongoing replacement of aircraft and deployment of e-planes

Increasing efficiency

- Improve weight load
- Optimize network structure and design
- Select more sustainable air freight partners



Driving innovation

- Drive development of e-planes
- Promote power-to-liquid SAF plants

Reduce GHG emissions in ground handling

Greater use of electrification and hydrogen technology at our major hubs

Sustainable product alternatives

- Express: Low-emission TDI solutions¹
- Global Forwarding: Air freight solutions with sustainable fuels (additional service fee for customers)

¹ TDI: Time Definite International.

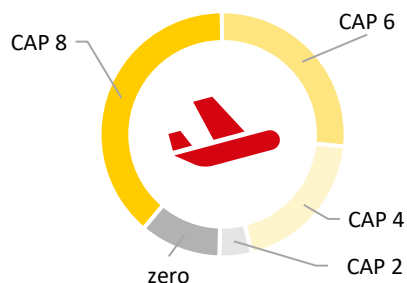
Modern air fleet 2021

Our air fleet comprises >320 dedicated cargo aircraft.

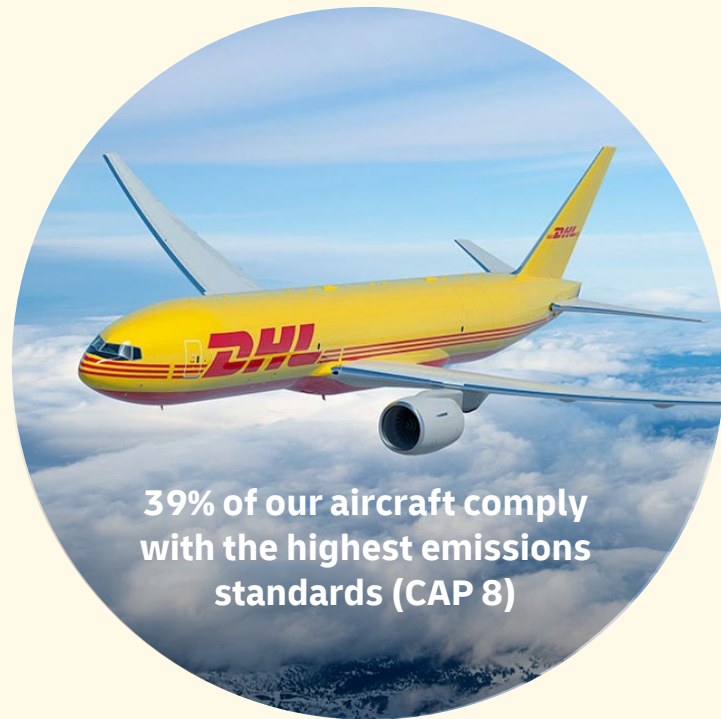
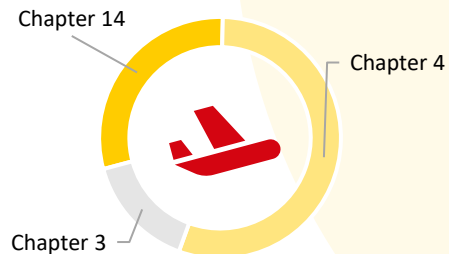
We are continuously modernizing the aircraft we own.

- 22 Boeing 777 freighters¹ ordered: 14 in operation
- 12 Alice e-planes ordered; delivery starting 2024

Aircraft² by NO_x emission standards



Aircraft² by noise regulation standards



39% of our aircraft comply with the highest emissions standards (CAP 8)

¹ Efficiency gains of 18% compared with predecessor models plus lower fuel consumption. ² Excluding feeder aircraft.



More and more airports now offering SAF: Express refuels at four airports





Measures for sustainable ocean freight by 2030

Sustainable Maritime Fuel blending

- The fuel product offering for both FCL¹ and LCL¹ transports (GoGreen Plus) drives the development and use of Sustainable Maritime Fuel (SMF)
- DPDHL Group is the first logistics service provider to offer climate-neutral LCL ocean freight transport products – at no additional cost to customers



Network optimization

Helps drive down GHG emissions

Strategic partnerships

- Encourage technological and process-based innovation
- Strengthen collaboration with SMF producers and carriers

¹ Full container load (FCL), Less than container load (LCL).

Measures for sustainable road freight by 2030



Environmentally-friendly delivery routes

Electrify 60% of last-mile delivery vehicles by 2030

Sustainable fuels

Increase share of sustainable fuels to >30%

Network optimization

Continuous network optimization for reduced fuel consumption

Driver training

Programs to raise employee awareness for eco-friendly driving



Green product portfolio

Insetting offers

Drive innovation

- Drive development of hydrogen and electric trucks
- Increase market availability

Transport partner activation

- Foster subcontractors' green transport activities
- Define standards, offer training
- Incentivize investment in green transport solutions
- Transition from road to rail transport

Modern road fleet 2021

Our road fleet comprises 112,500 vehicles worldwide.

- Conventional vehicles are continually upgraded
- 84,600 vehicles¹ comply with Euro emissions classification, of which
 - 25% are entirely emissions-free
 - 68% meet Euro 5 or 6 standards

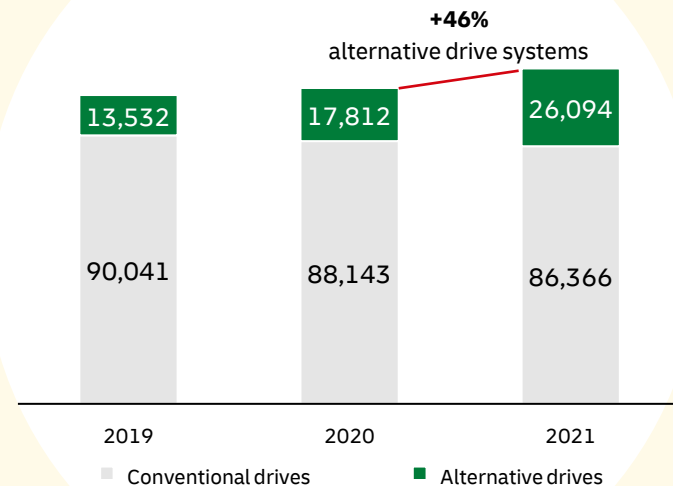


2021
23% alternative
drives fleet-wide



2021
21,400
e-vehicles
3,500
hybrid drive
systems

Alternative drives in road fleet



¹ Comprises the largest vehicle fleets in areas covered by the Euro emissions classifications (Europe, USA, Japan, China).



Main levers in climate-neutral building design



Climate-neutral building design

Starting in 2021, all new (owned) buildings built to be climate neutral

Electricity from renewable sources

Increase share to >90% by 2030

Sustainable heating systems

Increase use to >50% by 2030



Purchasing power

Electricity procured directly from renewable and sustainable sources

Sector coupling

Convert locally produced electricity from renewable sources into fuels for our e-vehicle fleet


Building automation

Use digitalization and smart building management systems to further reduce energy consumption

Green product portfolio


Clean fuels and technologies



Decarbonization of logistics service by using sustainable fuels and technologies (GoGreen Plus) [Website](#) 

Offsetting projects



Offsetting of customer GHG emissions¹ via certified climate protection projects [Website](#) 

Green optimization



Optimization of customer supply chains to reduce emissions, waste and other environmental impacts

Transparency target:
Carbon reports for customers in all divisions

¹ This offsetting is not taken into account for the calculation of our carbon footprint.

Biodiversity, noise pollution, natural resources, waste and recycling

These topics are not considered material for our company by us or our stakeholders. Our business models do not have a serious impact in these areas.

Biodiversity

- Sites predominantly located in urban areas or designated industrial and commercial zones
- Operations do not have a direct negative impact on protected plants or animals
- Sustainable Fuel Policy takes account of biodiversity aspects during production



Waste

- Avoid waste and digitalize processes
- Support recycling
- Contracts for maintenance and disposal encourage environmentally-friendly practices



Noise pollution

- Working with stakeholders to develop solutions to ensure any noise pollution we cause is kept to an acceptable minimum
- Ongoing modernization of our fleets



Water

- Mainly used by our employees for sanitary needs
- Maintenance or scrapping of our fleets is the responsibility of the manufacturer or other third-party providers



Paper

We only use recycled paper¹

¹ Where these meet our technical and economic requirements.



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Aspiration and objectives

Workforce

Employee engagement

Diversity and inclusion

Occupational safety and health

Corporate Citizenship

¹ Environment, Social, Governance.

A photograph of two men standing in a DHL warehouse. On the left, a younger man in a red and yellow DHL uniform is pointing at a laptop. On the right, an older man in a white shirt and yellow lanyard is smiling and looking at the laptop. In the background, several yellow DHL delivery trucks are parked in a large warehouse with high ceilings and yellow walls. A large semi-transparent circular graphic is overlaid on the image.

Our People. Our Communities. Our Impact.

“Our dedicated team is our greatest resource and the key to our success.”

Thomas Ogilvie,
Board Member for
Human Resources and Labor Director
Deutsche Post DHL Group



ESG Roadmap 2030 aims and objectives

Clean operations for climate protection



Focus

Reducing logistics-related GHG emissions

Measures

- Use of sustainable technologies and fuels
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- Green product portfolio

KPI

Realized Decarbonization Effects

Great company to work for all



Focus

- Employee engagement
- Diversity and inclusion
- Occupational safety and health

Measures

- Attract and retain the best talent
- Actively promote equal opportunities
- Healthy and safe work environment

KPIs

- Employee Engagement²
- Share of women in executive positions^{1,2}
- Lost time injury frequency rate (LTIFR) per 200,000 hours worked²

Highly trusted company



Focus

- Compliance: Rendering our services in compliance with current legislation and in accordance with our own values
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- Audits relating to human rights

¹ In middle and upper management. ² Management-relevant.

We are the 11th largest private employer in the world: DPDHL Group¹ employed a workforce of 592,263 in 2021

Americas

123,682 employees¹

9.7% USA

Europe

363,552 employees¹

38.5% Germany

Middle East/Africa

20,170 employees¹

Asia Pacific

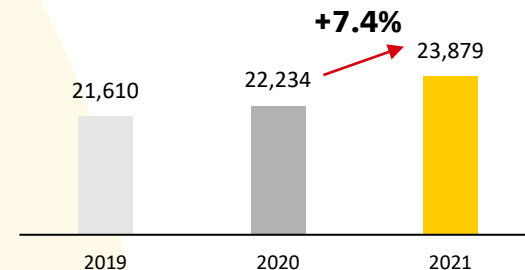
84,855 employees¹

4.0% India

2021
+3.5%
employees

¹ Headcount at year-end. ² Or works agreements or statutory salary adjustments.

Staff cost development (€m)



Special bonus

As was the case in 2020, a special bonus of €300 was paid to all employees in 2021 for the additional strain they experienced due to the pandemic.

Collective agreements

The remuneration of 74% of the workforce is covered by collective agreements².

Pensions

- 70% of our employees participate in defined benefit or contribution plans
- Pension plans in DE, UK, US, NL, CH



ESG Roadmap 2030 aims and objectives: Great company to work for all

We promote open communication and provide a safe, non-discriminatory working environment where employees can develop as individuals.

We focus on three key areas.

We measure the success of our initiatives against three management-relevant KPIs.

Ensure health at work

Offer a safe work environment

- Prevent accidents
- KPI: LTIFR¹
- Target 2025: Reduce LTIFR to >3.1

¹ Lost Time Injury Frequency Rate per 200,000 hours worked. ² In middle and upper management.



Employer of Choice

Attract and retain the best talent

- KPI: Employee Engagement
- Target: Consistent approval rating of >80% in annual Employee Opinion Survey (EOS)

Diversity and inclusion

Actively promote equal opportunities

- Promote women in management
- KPI: Increase share of women in executive positions²
- Target 2025: 30%

The engagement of our employees is what drives our business success

Our motivated and engaged workforce is our greatest competitive advantage.

Measuring engagement

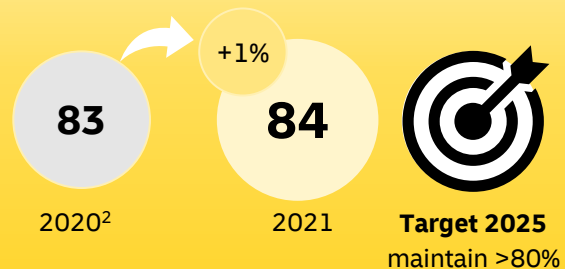
- Annual, Group-wide employee opinion survey
- Management-relevant KPI: Employee Engagement¹

Identifying areas for improvement

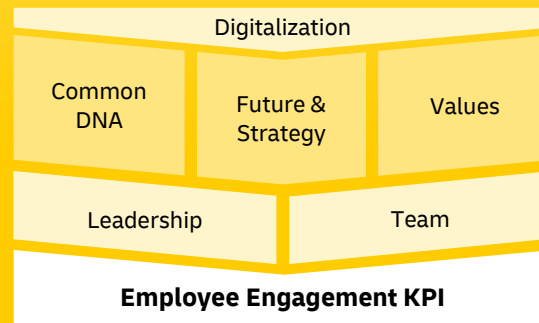
- Derive follow-up measures
- Share best practice examples with managers and teams
- Encourage dialogue

¹ Determined in conjunction with the annual, Group-wide Employee Opinion Survey. ² Survey and prior-year results adjusted.

Employee Engagement KPI

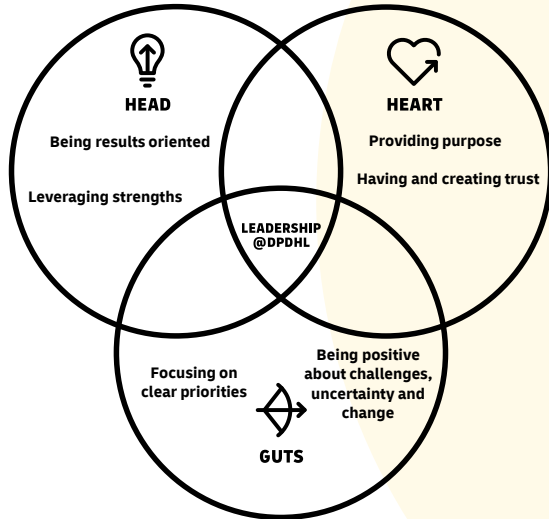


Scope of Employee Opinion Survey



We provide an environment in which our employees can be at their best every day

Our Leadership Attributes



Our **leadership culture** makes the difference

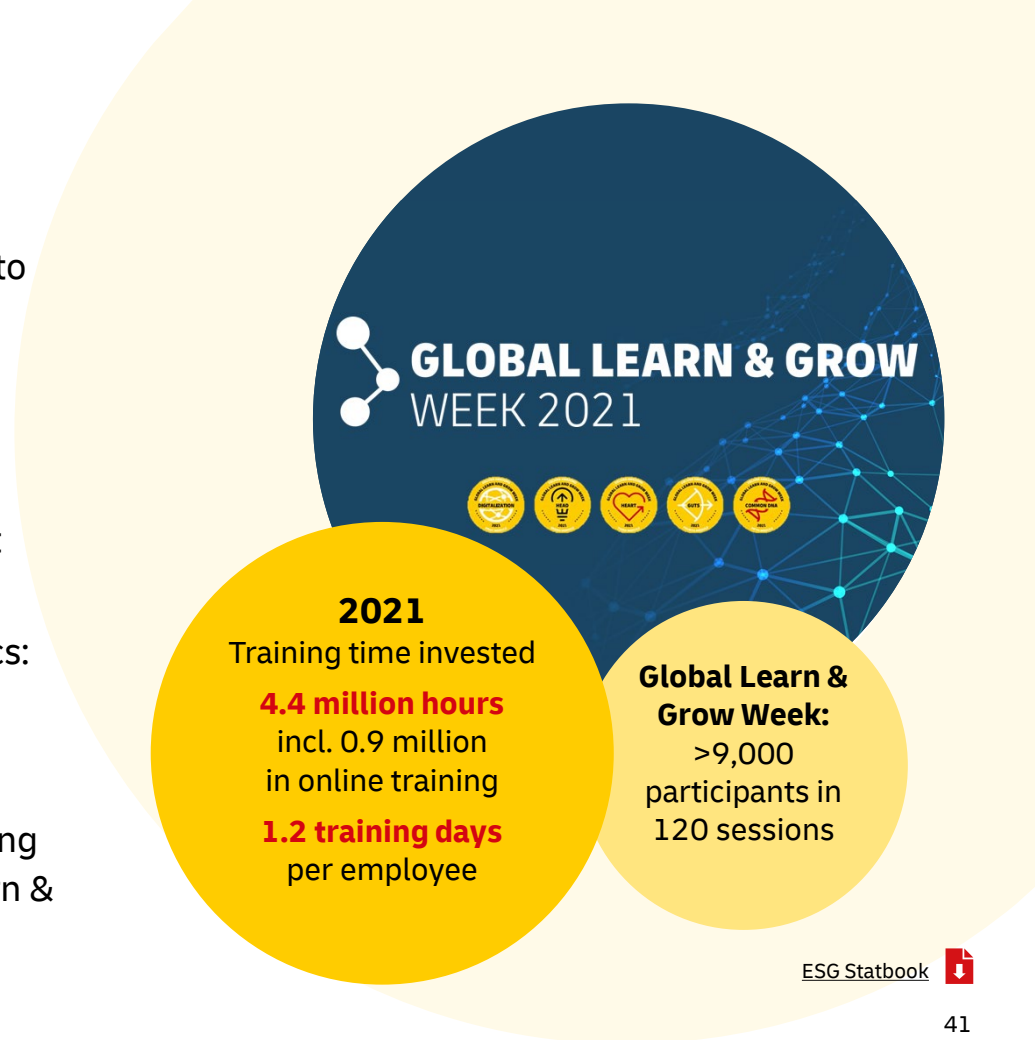
Our managers lead and develop employees in line with our **six Leadership Attributes**

Encouraging employee engagement

All employees can use our central online platform to book trainings and courses, including options for personal development plans. We offer:

- A wide variety of online and classroom-based trainings
- A broad training portfolio that caters to different learning needs
- A targeted focus on specialist and strategic topics:
 - Certified Expert training
 - Digital transformation

Lifelong learning is an important pillar in our training approach; it was made the focus of our Global Learn & Grow Week.



Diversity and inclusion is our strength

Our understanding of diversity is not limited to gender, national or ethnic origin, religion, age, disability, or sexual orientation and identity¹.

- We work together in the spirit of mutual trust and respect
- We provide a workplace that enables to maximum productivity, creativity and efficiency
- When filling vacant positions, we look solely at a candidate's qualifications to determine their suitability
- We expressly reject any and all forms of discrimination


2021

Diversity

34.7% of our workforce is **made up by women**

40 is the average age of Group employees

179 nationalities are represented across our workforce in Germany alone

Inclusion

Employees with disabilities
>14,500 employees with disabilities work for Deutsche Post AG in Germany

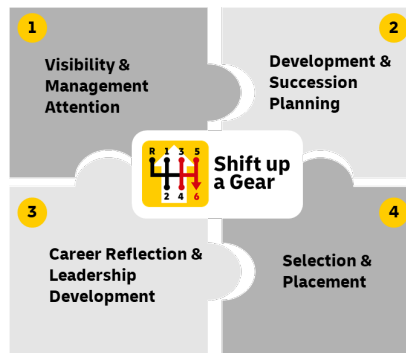
¹ Or any other characteristic protected by law.

Our Focus: Increase the share of women in management¹

We use various approaches and initiatives, including coaching, mentoring and networking opportunities, to encourage the targeted promotion of female junior staff and prepare them to take their next career step towards management positions.

One example:

The Group-wide ‘Shift up a Gear’ initiative specifically aims to promote female managers with potential, helping them move up to target roles in upper management.



2021
25.1%
**Share of women
in management¹**

Target 2025
**Share of women
in management¹**
at least 30%

¹ In middle and upper management.

Diversity and inclusion: Key initiatives in 2021

DIVERSITY & INCLUSION

**GLOBAL WEEK
2021**

Global engagement

This year's campaign was accompanied by global events held online and communications published in our internal media.

Flying the flag

To mark International Day Against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT), rainbow flags were raised at many of our sites.



Attracting women to logistics

Using a range of divisional programs, we promote a culture of equal opportunity and solidarity. Numerous initiatives and events of all kinds were held to mark International Women's Day.

Pride Month June

Each year we demonstrate our commitment to combating discrimination and raising awareness for the cause.



Delivered with pride.



Delivered with pride.

Best practice examples and awards received

Best practice examples

Global D&I platform

Our Diversity & Inclusion Hub provides a central platform for employees where they can seek information and best practice examples

Express division

- **Cologne Hub:**
Inclusion department created
Employing colleagues on the autism spectrum and integrating them into existing teams
- **Leipzig Hub:**
Project for deaf employees
By creating an accessible workplace with pagers and blinking lights, we aim to enable the hiring of more deaf employees.

Awards received

European Diversity Award 2021



RainbowNet, the LGBTIQ+ network at DPDHL Group, received the award in the category 'Outstanding Employee Network'.

Inklusionspreis für die Wirtschaft 2021

As one of the biggest inclusive employers in Germany, DPDHL Group received the Inclusion Award for Business in recognition of its inclusive corporate strategy, accessible structures and innovative solutions in training and employing people with disabilities.



Total E-Quality Award

For the 8th time in succession, Deutsche Post AG received the award for its equal opportunity-focused human resources policy. The distinction is awarded for a period of three years.



Occupational safety and health

OCCUPATIONAL SAFETY & HEALTH (OSH)

The safety and health of our employees while at work is extremely important to us.

- OSH is anchored in our Corporate Code of Conduct¹
- We comply with the Group's occupational health and safety policies, statutory regulations and industry standards
- Our management system is compliant with ISO 45001
- We also require our business partners to adhere to these same standards²

We measure the success of these initiatives based on the Lost time injury frequency rate (LTIFR) per 200,000 hours worked.



Health and well-being

The health of our employees is pivotal for our success.

We provide a health-promoting workplace:

- Health-related opportunities and risks are identified and regularly assessed
- Employees are sensitized about the benefits of a healthy lifestyle
- Incentives are provided to local management to offer health-promoting programs
- The Chief Medical Officer advises the Board of Management in all matters regarding occupational health management, as well as dealing with pandemic or epidemic situations
- Employees in countries with no statutory health insurance cover are offered quality insurance services via our in-house employee benefits program

¹ Code of Conduct, Supplier Code of Conduct. ² The Supplier Code of Conduct is a binding component of the Group's contracts with suppliers.



The components of our OSH Management System

- Offering a safe, healthy and fulfilling work environment for our employees, and establishing a safety first culture
- Establishing effective processes to ensure business continuity for our customers
- Analyzing and documenting the causes of accidents in order to prevent them from being repeated
- Measures established:
 - Workplace risk assessments
 - Regularly instructing employees on potential risks and hazards, and conducting safety training
 - Preventive measures to protect employees (including external workers) and third parties





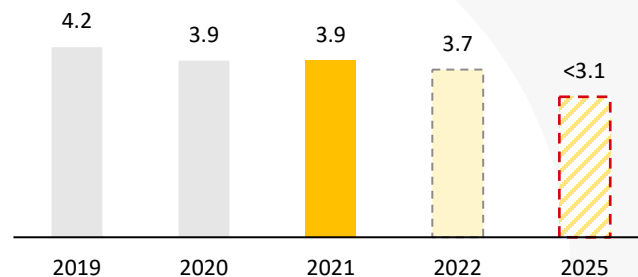
Lost time injury frequency rate (LTIFR) trend and targets

In the year under review, we were able to maintain the previous-year level of 3.9, as planned. Each work-related accident led to 18.3 missed workdays on average.

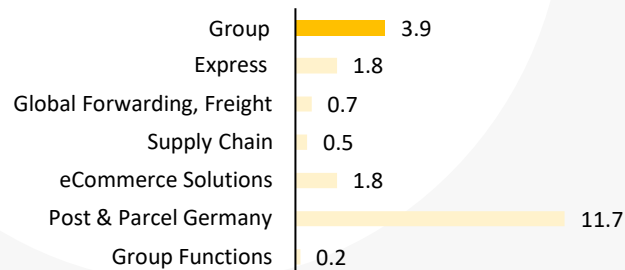
We have set an ambitious goal for 2022: lowering the injury rate to 3.7 despite the ongoing impact of the pandemic. We anticipate lowering this indicator to below 3.1 by 2025.



LTIFR trend



Accident rate (LTIFR) 2021 by divisions





Safe transport of dangerous goods and materials

We specialize in transporting dangerous goods and materials subject to our 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
- Dangerous goods are stored and transported in accordance with applicable national and international safety standards¹
- In all divisions, dangerous goods safety advisors ensure compliance with prevailing regulations
- Dangerous goods guidelines are issued in the languages of the countries concerned



Priority will always be given to the safety of our employees and to minimizing risk

¹ Including IATA, IMDG Code, ADR, RID.



Health and well-being

2021 was again dominated by the COVID-19 pandemic. We nonetheless continued implementation of our main health programs.

COVID-19 prevention

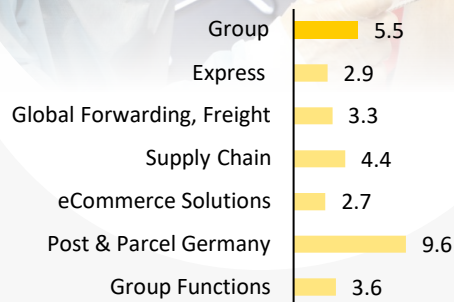
- Vaccinations and testing at locations throughout the Group
- Germany: 75,000 vaccinations have been administered

Mental health

- Implementation of a new risk assessment and mindfulness programs
- Hotline introduced for employees



2021 Sickness rate (%)



Healthy lifestyle

- Health-promotion measures introduced
- Germany: >65,000 initiatives launched
- Health-related content continuously integrated into our Certified training initiative
- Various offerings for maintaining and increasing fitness levels, including when working from home

Employee benefits program

Some 250,000 employees in 100 countries are covered by the program



CORPORATE CITIZENSHIP



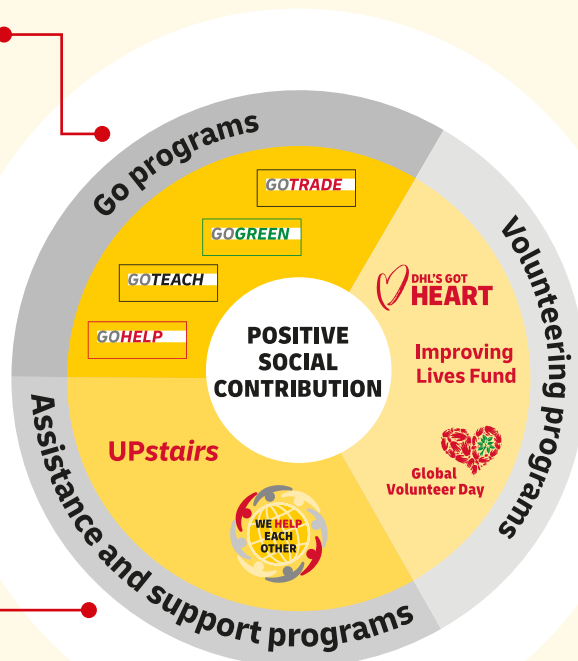
We make a positive social contribution through our corporate citizenship programs

Using our core competencies and strengths

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

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 Fund)



Promoting social engagement

- **Global Volunteer Day (GVD)**
Enabling year-round employee volunteering to serve community-level needs
- **Financial support**
The Improving Lives Fund provides funding for social projects initiated by employees. Support for other projects comes from the divisions.

Working with partners to ensure sustainable impact on the ground

We partner with established international organizations to ensure that our initiatives and programs have the greatest impact possible.

Our programs and partnerships support the UN Sustainable Development Goals (SDGs).



Employee engagement (volunteering)

Local projects (GVD)

In 2021, 148,000¹ employees volunteered locally

Financial support

More than 100 outstanding projects received financial assistance from the Improving Lives Fund

We Help Each Other (WHEO)

- Following the flood disaster in parts of Belgium, Germany and the Netherlands, our workforce donated generously to our We Help Each Other fund
- Around 500 employees received emergency financial assistance

¹ Of which 70,000 actively involved and 78,000 via donations.



Disaster management

In cooperation with the United Nations, we optimize logistics procedures and provide timely support at airports in the wake of natural disasters free of charge.

Get Airports Ready For Disaster (GARD)

Develop preparedness procedures and response plans to avoid relief-supply bottlenecks at airports in the event of natural disasters

Disaster Response Teams (DRTs)

- Provide timely support in the wake of natural disasters
- Handle a range of logistics tasks at airports
- Coordinate the transfer of relief supplies to humanitarian organizations

Offering aid and support in collaboration with the World Food Programme and locally with the Red Cross.



2021

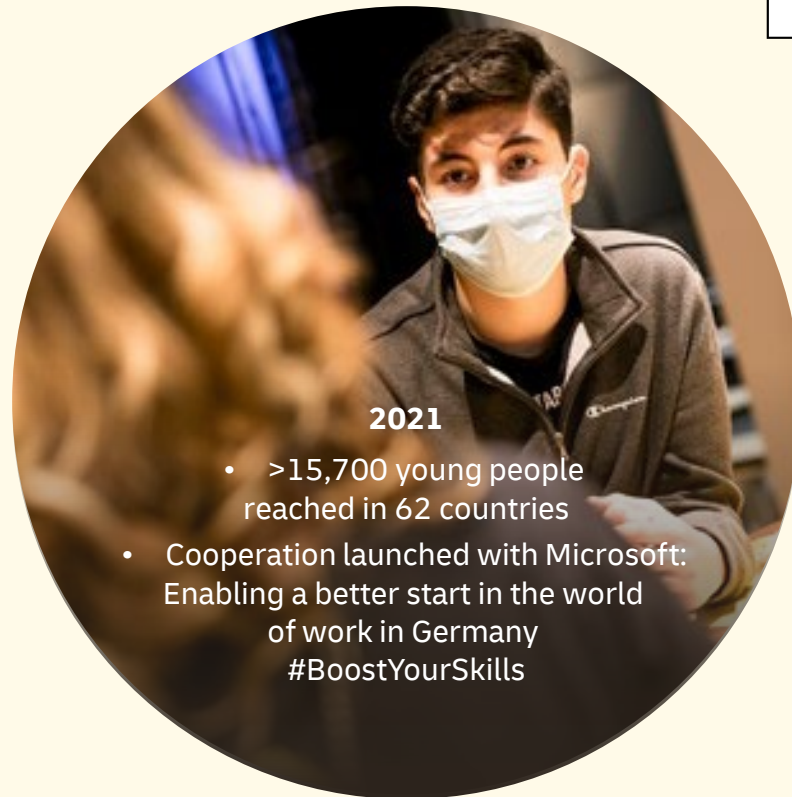
- DRT deployments in Indonesia and projects providing support in the COVID-19 pandemic
 - Training formats updated for digital use
 - Digital GARD workshops in Puerto Rico and Jamaica

Improving employability

We aim at improving the employability of disadvantaged young people.

- Together with our partners we support young people who find themselves in socio-economically disadvantaged circumstances as a result of poverty, loss of family or being forced to flee their home country
- Our employees equip them with the skills and professional encounters needed for the world of work

We also make an active contribution to the integration of refugees in Germany. Some 17,000 refugees have been hired so far – 2,000 of them in 2021.



2021

- >15,700 young people reached in 62 countries
- Cooperation launched with Microsoft: Enabling a better start in the world of work in Germany #BoostYourSkills

Protecting the environment

Tree planting campaign

- We are engaged in forest conservation, working together with recognized partner organizations
- As part of our Mission 2025, we will plant a million trees every year

Certified GoGreen Specialist

- The engagement demonstrated by our employees can make a substantial contribution to environmental protection
- We certify our employees as GoGreen specialists so as to actively involve staff in our environmental and climate protection activities



We encourage our employees to contribute to environmental and climate protection activities together with partners.

GOGREEN


giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Africa

Biodiversity Project,
Madagascar

APAC

- Reforestation Cooperation Project, Vietnam (until 2021)
- Semarang, Indonesia

Americas

- Michigan Habitat Restoration Project, US
- Campeche, Mexico
- Reforestation Project, Nicaragua
- Marianas, Brazil

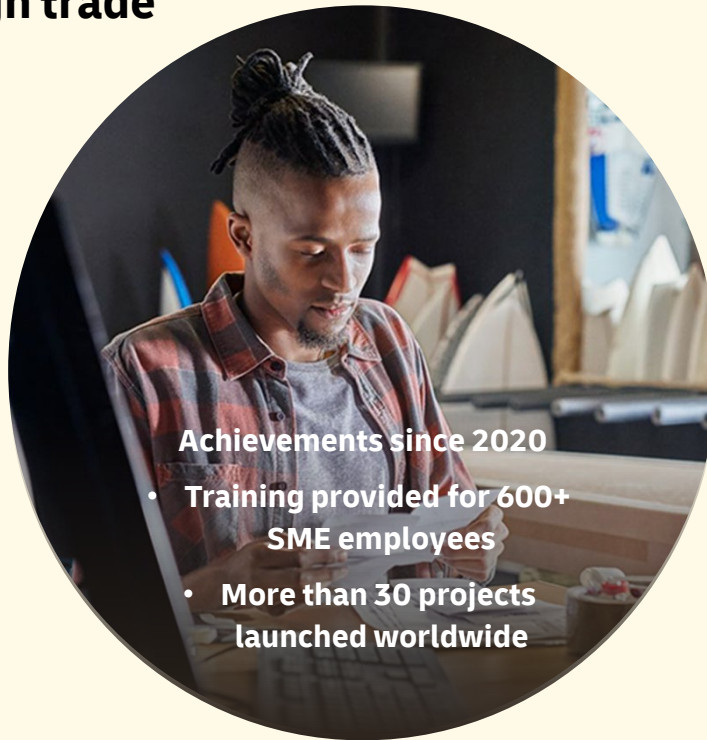
[Website](#) 

Promoting growth through trade

With our expertise in trade and logistics, we enable sustainable growth in emerging economies and developing countries, and help reduce barriers to trade.

Simplifying cross-border trade

- Provide expertise to speed up customs clearance
- Reduce delays and costs at borders and increase export/import volumes



Achievements since 2020

- Training provided for 600+ SME employees
- More than 30 projects launched worldwide

Enabling access to global markets

Enable small and medium-sized enterprises (SMEs) to power up their potential by providing trainings, e.g., in logistics, e-commerce, regulations and customer trends



Contents

1 ESG¹-ROADMAP

2 ENVIRONMENT

3 SOCIAL

4 GOVERNANCE

5 RELATED LINKS
AND CONTACTS

Monitoring and reporting

Risk management

Compliance

Cybersecurity

Respect for human rights

Corporate Internal Audit

Tax strategy

Corporate Public Affairs

Corporate Governance

¹ Environment, Social, Governance.

A woman with short blonde hair and blue-rimmed glasses is seated in a dark leather armchair. She is wearing a black cardigan over a green and white top. Her hands are gesturing as she speaks. The background consists of large windows with vertical frames, looking out onto a cityscape.

“As the world's leading logistics provider, it is our responsibility to play an **active part in leading our industry towards a sustainable future.”**

Melanie Kreis,
Board Member for Finance
Deutsche Post DHL Group



ESG Roadmap 2030 aims and objectives

Clean operations for climate protection



Focus

Reducing logistics-related GHG emissions

Measures

- Use of sustainable technologies and fuels
- Road fleet electrification
- Climate-neutral design of new buildings
- Green product portfolio

KPI

Realized Decarbonization Effects

Great company to work for all



Focus

- Employee engagement
- Diversity and inclusion
- Occupational safety and health

Measures

- Attract and retain the best talent
- Actively promote equal opportunities
- Healthy and safe work environment

KPIs

- Employee Engagement
- Share of women in executive positions
- Lost time injury frequency rate (LTIFR) per 200,000 hours worked

Highly trusted company



Focus

- Compliance: Rendering our services in compliance with current legislation and in accordance with our own values
- Cybersecurity
- Respect for human rights

Measures

- Compliance-relevant trainings
- Cybersecurity skills
- Sustainable supplier relations

KPIs

- Share of valid training certificates^{1,2}
- Cybersecurity: Under development
- Audits relating to human rights

¹ In middle and upper management. ² Management-relevant.



Our goals on the path to becoming a role model for corporate governance

Our measures ensure legally-compliant, trustworthy and transparent practices – wherever we conduct business.

Compliance¹

- **Our aspiration:** Render our services in compliance with current legislation and in accordance with our own values
- **KPI:** Share of valid compliance-relevant training certificates in middle and upper management

Cybersecurity²

- **Our aspiration:** We aim to rank among the top 25% of companies in the logistics sector
- **KPI:** Under development



Respecting human rights

- **Our aspiration:** Prevent human rights violations
- **KPI:** Audits relating to respect for human rights

Supplier relations

Our aspiration: Build sustainable and stable relationships using our Supplier Code of Conduct

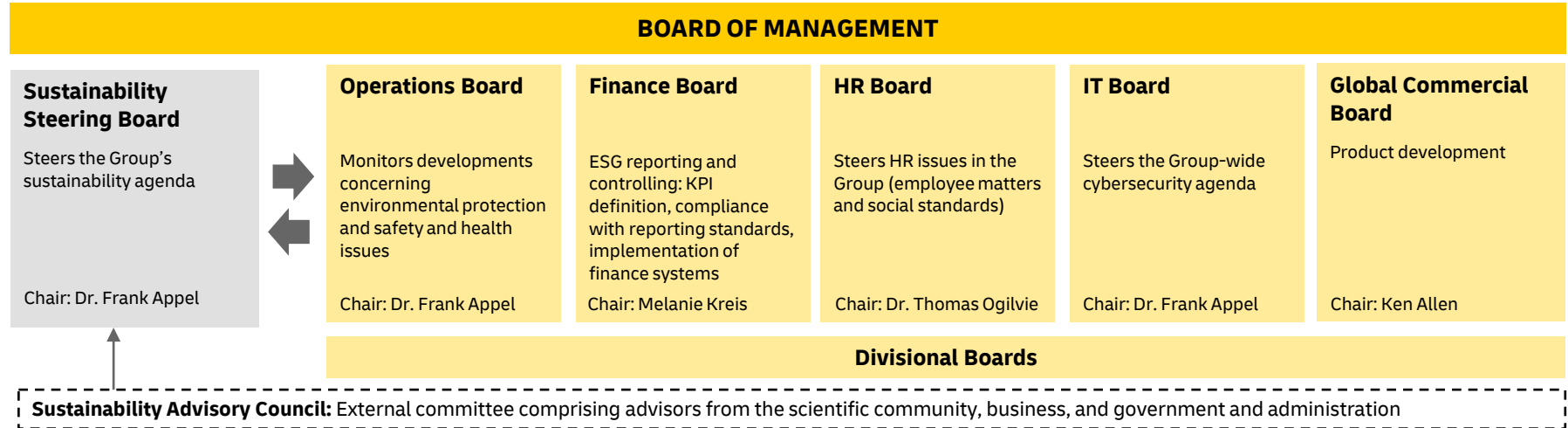
Achieve transparency

Our aspiration: ESG KPIs fully integrated into governance processes and incentive systems

¹ Including anti-corruption and bribery. From 2022 KPI relevant to both management and remuneration. ² Including data protection.

Governance – Responsibilities for ESG topics on Board level

The Board of Management is the central decision-maker on Group-wide sustainability strategy, whereas the divisions are responsible for implementation. The progress achieved is regularly discussed by the Board of Management. The Sustainability Advisory Council provides perspectives from external stakeholders.




Improving external reporting – linking finance and ESG reporting and becoming more transparent



Annual Report

The non-financial statement (including on EU Taxonomy) is part of the 2021 Annual Report

[Nonfinancial statement](#) 

[EU Taxonomy](#) 



ESG Presentation

Consolidates all ESG-related information along with progress realized in FY 2021

[ESG Presentation](#) 



ESG Statbook

Contains all ESG data published since 2016 as well as reporting standard indexes¹

[ESG Statbook](#) 

¹ GRI Standards, Sustainability Accounting Standards Board, TCFD, World Economic Forum.

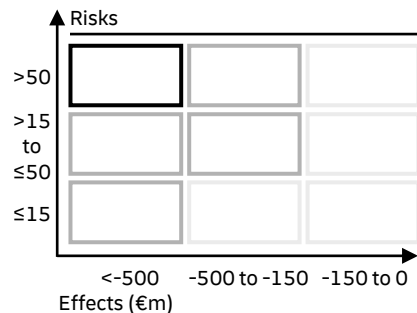
Opportunity and risk management also takes in ESG-related opportunities and risks

Each quarter, executives estimate the impact of future scenarios, evaluate opportunities and risks in their departments and present planned measures and those already taken.

- Opportunities and risks can also be reported at any time on an ad hoc basis
- 2021 was the first year in which reporting was conducted in accordance with TCFD¹ recommendations

Assessing quantitative risk

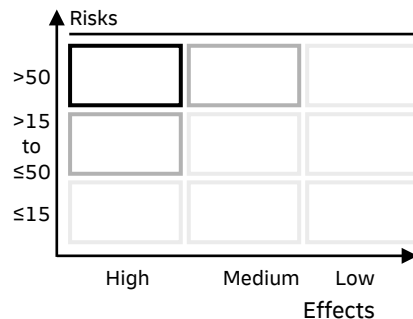
Probability of occurrence (%)



Significance for the Group: Low Medium High

Assessing qualitative risk

Probability of occurrence (%)



Significant ESG-relevant risks in 2021

Category	Risk
Operational	Risk of operational restrictions due to climate change
Information technology	IT security incident
Market and customer-specific	Availability of sustainable aviation fuels ²
Regulation	<ul style="list-style-type: none"> • Carbon pricing • Restriction of GHG emissions
Environment, natural disasters and epidemics	COVID-19

¹ Task Force on Climate-related Disclosures. ² Sustainable Aviation Fuels (SAF).



TCFD analysis identifies only transitory risks as significant

In the reporting period, we assessed for the first time our opportunities and risks arising from climate change using a scenario analysis according to the standards of the Task Force on Climate-related Financial Disclosures (TCFD). Only transitory risks were identified as significant.

Assessment of physical¹ risk

- **Chronic:** Impacts of heat, increasing precipitation, rising sea levels, increased drought, impacts of fire
- **Acute:** Tropical storms, floods

Assessment of transitory² risk

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

Outcome of the analysis

No significant physical¹ risk

- Sites are subject to limited risk due to worsening climate scenarios
- Flexible business models enable us to adjust and relocate assets

Significant transitory² risks identified

¹ Scenario for physical risk: Carbon concentration scenarios based on scientific work behind the Paris Agreement (Intergovernmental Panel on Climate Change: RCP 2.6, 4.5, 8.5). ² Scenario for transitory risk: Sustainable development scenario developed by the International Energy Agency (IEA).



Significant transitory risks identified

The outcome of the TCFD analysis reinforces the direction taken in our climate protection approach.

Transitory risks

- Carbon pricing trends
- Restrictions on GHG emissions
- Operational restrictions due to increasing regulation
- Availability of sustainable fuels

Our measures

Clean operations for climate protection



- Mission 2050: Reduce all logistics-related emissions to net zero
- Mid-term target for 2030: Reduce GHG emissions to <29 million tonnes CO₂e (including Scope 3)
- Additional expenditures for sustainable technologies and fuels, fleet electrification in pick-up and delivery, and climate-neutral building design



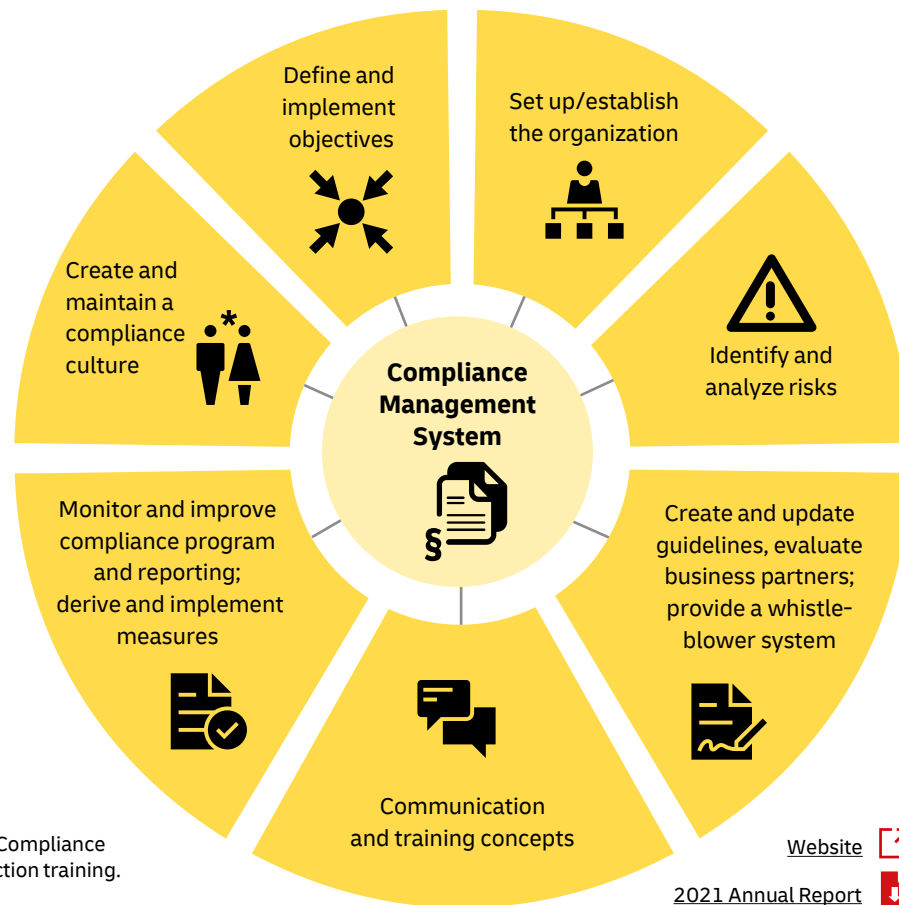
Elements of the Compliance Management System

Acting in an ethically and legally irreproachable way in our dealings with employees and others is a key factor in our company's reputation and the basis for DPDHL Group's lasting success.

- We commit to applicable international anti-corruption standards and laws, and are a member of PACI¹
- Ensuring legally compliant conduct in our business activities and when dealing with our employees is an essential task of the Group's management bodies
- Compliance-relevant training² is mandatory for management³: Here, the KPI is the share of valid training certificates

¹ The World Economic Forum's Partnering Against Corruption Initiative. ² Comprising the Core Compliance Curriculum (anticorruption training, competitive compliance, Code of Conduct) and data protection training.

³ In middle and upper management.



Anti-Corruption and Business Ethics Policy

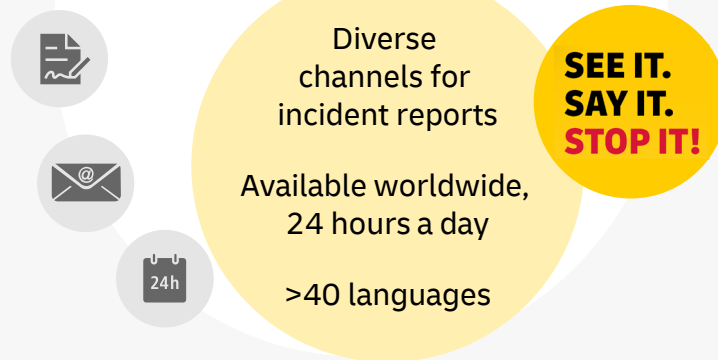
We act out of conviction and in accordance with applicable laws and regulations.

Clear and concise standards

- The rules for ethical conduct are defined in our Code of Conduct and are set out in greater detail in our Anti-Corruption and Business Ethics Policy
- This policy also sets out rules on how to deal with donations and gifts to political parties and government institutions. They apply to every level and for each and every employee in the Group
- Compliance training¹ takes a modular approach: depending on their function, employees are required to complete either all or only selected training modules. Completion of all training modules is mandatory for managers

Whistleblower system

- Any suspected violations of legal and internal rules or guidelines can be reported at any time via a range of different channels
- Incidents can be reported any time via the whistleblower system, supervisors, HR departments or the Compliance function
- Third parties can report their suspicions via a form on the Group's website




¹ Comprising the Core Compliance Curriculum (anticorruption training, competitive compliance, Code of Conduct) and data protection training.

Cybersecurity protects business operations

Our cybersecurity management activities protect the information of the Group, our business partners, our employees and our IT systems from unauthorized access or manipulation and data misuse.

- Ensure uninterrupted availability and enable reliable operations
- Guidelines and procedures based on ISO 27002
- Central functions¹ and divisional Chief Information Security Officer functions monitor and assess cyber risk on an ongoing basis
- Employees are granted access to our 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

¹ Group Risk Management, IT Audit, Data Protection and Corporate Security.



ISO 27001
certified data
centers

Respecting human rights: Our guidelines and measures

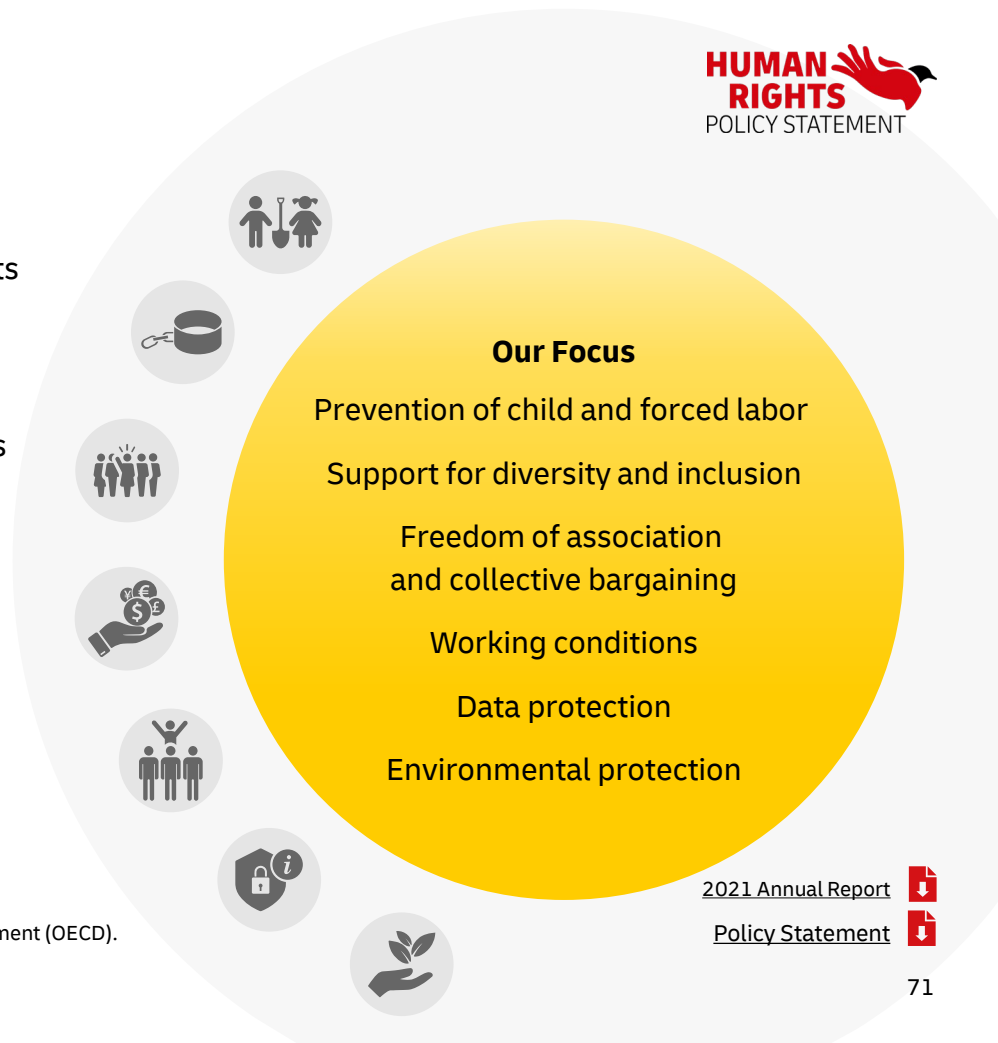
The Code of Conduct is based on principles and guidelines of the UN (including ILO¹) and the OECD². With our Human Rights Policy Statement, we focus on human rights relevant for our business and operations. Both policies are binding for all employees in the Group.

Accountability for execution of our principles and guidelines is overseen by the Corporate Board.

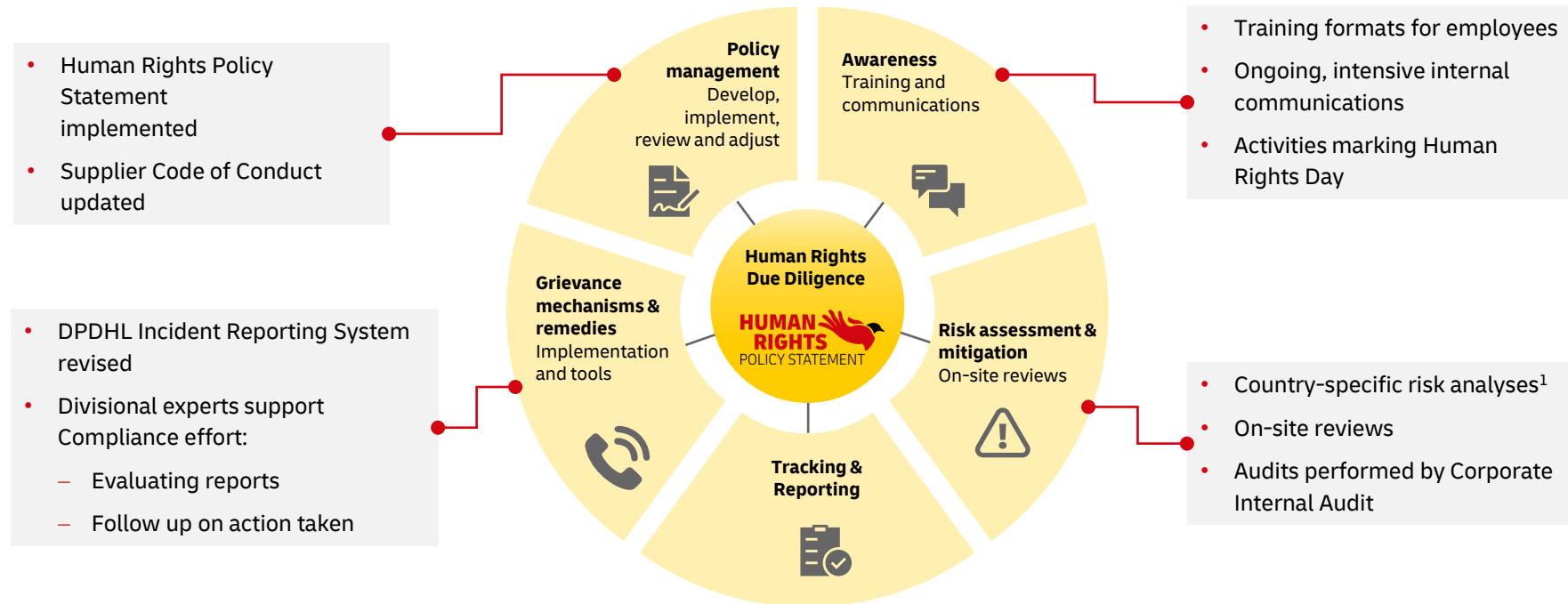
Our measures

- Trainings to raise employee awareness of the need to respect human rights in daily operations
- Risk assessment and mitigation via on-site reviews
- Audits conducted by Corporate Internal Audit relating to respect for human rights
- Grievance mechanisms and remedies

¹ International Labour Organization. ² Organization for Economic Co-operation and Development (OECD).



Human Rights Management System: Measures in 2021



¹ Based on external criteria from Verisk Maplecroft's Human Rights Index, Transparency International's Corruption Perceptions Index and recommendations from the Global Union Federations.

Risk assessment and mitigation via on-site reviews

Since 2013, on-site reviews have been conducted in all geographical regions as part of the Human Rights Due Diligence process.



Building a sustainable and resilient supplier base

What we expect from suppliers and subcontractors

Measurable contribution to climate-neutral logistics

Targeted climate and environmental protection measures with measurable goals

Contribution to our social responsibility

Provide transparency on respect for human rights and diversity and inclusion

Contribution to responsible corporate governance

Participate proactively in our due diligence activities and implement similar activities in their own supplier base

Awareness and training


- Communications intensified¹ and a supplier survey
- Multilingual, interactive and certified training for suppliers and targeted training for our employees

Risk assessment, due diligence and monitoring

- Group-wide, consistent data-driven approach to identify high risk spend categories and suppliers
- Ensure suppliers are compliant with our Supplier Code of Conduct
- Process is supported by assessments and audits
- Consequence management for suppliers who may pose a risk to the Group

¹ Newsletters and webcasts.



[Corporate Procurement](#) 

[Supplier training](#) 

Supplier management – Raising standards through the entire life cycle

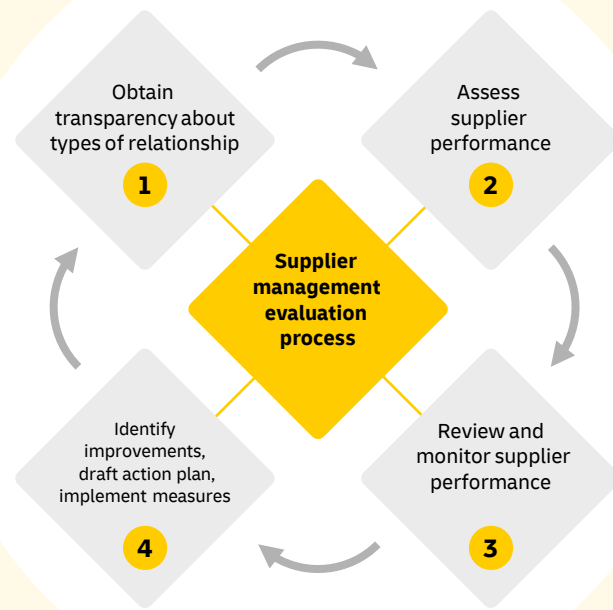


The goal of our standardized, multistep selection process is to ensure that, right from the tender stage, only bidders who share our values are invited to participate.

- In line with our Corporate Procurement Policy, we prefer suppliers and transportation service providers with high environmental and social standards
- We also use external supplier evaluations and have defined threshold values in order to enable the highest possible quality and objectivity during tendering procedures

Information regarding specific supplier violations is investigated directly. If confirmed, an action plan is prepared with a fixed timeline. Depending on the severity of the violation, the business relationship may ultimately be terminated.

Our four-step process to evaluate strategic partners



Reporting violations

Environmental and social standards in the supply chain

With our Supplier Code of Conduct¹ (the Code) we implement our values in our supplier base. Acceptance of the Code is a requirement of suppliers doing business with DPDHL Group. In doing so, our suppliers commit to respecting our ethical and environmental principles and implementing them in their supply chains.



Child Labor

No employment of children under the legal age of 15



Health & Safety

Ensure compliance with applicable occupational health and safety regulations



Diversity & Inclusion

Encourage diversity and inclusion in the workplace



Environment

Ensure compliance with all applicable laws, regulations and standards



Compensation and working hours

Local laws, mandatory industry standards regarding minimum wages, working hours



Forced Labor

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



Data Protection

Adherence to applicable data protection laws and regulations



Business Continuity

Preparations for business disruptions of all kinds must have been made



Freedom of association/collective bargaining

Employees are free to decide whether to join a union or employee representative body



Bribery

Comply with applicable national and international laws and regulations



Continuous Improvement

Proactively exchange innovative ideas



Conflict Minerals

Comply with all applicable laws

¹ Last updated in 2020.



Corporate Internal Audit

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

- Performing independent regular and ad hoc audits at all Group companies and at corporate headquarters with the authority of the Board of Management
- 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



2021

207 audits conducted on-site or remotely, of which **19** relating to observing human rights



Adhere to tax strategy Group-wide

As a good tax payer, with our tax contributions we enable the countries where we do business to reduce and eliminate poverty and to reduce inequality. Our worldwide tax expert network ensures compliance in a complex tax environment.

Our Guiding Principles

- We ensure global compliance with our tax strategy
- We pay taxes where we do business and create value
- We are a responsible tax payer
- Risk appetite – we do not enter into artificial tax structures
- We adhere to the wording of tax laws and their intended purpose
- We use the possibility to align with tax authorities and tax advisors to reduce uncertainty

Taxes and social security contributions		
€m	2020	2021
Income taxes paid	754	1,323
Other business taxes	306	322
of which taxes on capital, real estate and vehicles	132	133
other operating taxes	174	189
Employer's social security contributions	2,705	2,921
Total	3,765	4,566

Corporate Public Affairs – Protecting interests, creating transparency

Wherever regulation for transparency on lobbying activities exists we fully comply with these regulations and report on the type, scope and financing of the activities we pursue to support our business interests.

- We have been registered in the EU's transparency register since 2011 and also publish our spending for public policy in the United States
- Effective from 2022, Deutsche Post AG is registered in the lobby register of the German Bundestag
- Our employees are generally prohibited from making donations on behalf of the company
- However, employees are in no way hindered from exercising their rights within the realms of prevailing law¹



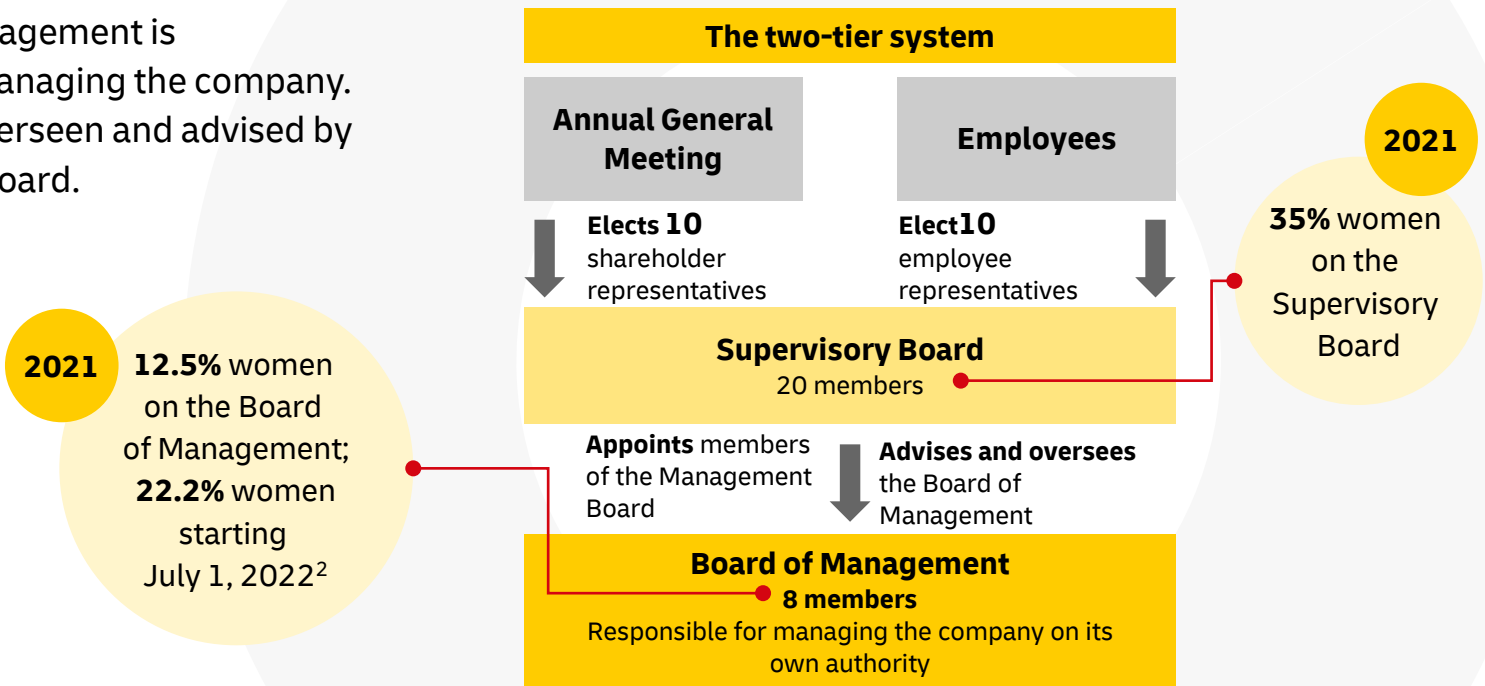
¹ For example, in the USA: Political Action Committees (PACS).

CORPORATE GOVERNANCE



The Group's dual management system¹

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



¹ As a listed German public limited company, Deutsche Post AG has a two-tier board structure.

² As of July 1, 2022, the Board of Management will comprise 9 members (see slide 84).

Objectives and Committees of the Supervisory Board

Targets for the composition and skills profile of the Supervisory Board

- Independence¹ of at least 60% of shareholder representatives of the Supervisory Board
- At least 30% women
- International knowledge and experience either by origin, education or professional experience
- Provide competent advice on fundamental future issues, in particular digital transformation
- Sufficient expertise of accounting and financial statement audits, including international developments in accounting
- Age limit of 72 years at end of term of office
- In general not more than three full terms of office

Committees of the Supervisory Board

Executive Committee

Chair:
Dr. Nikolaus von Bomhard

Mediation Committee

Chair:
Dr. Nikolaus von Bomhard

Finance & Audit Committee

Chair:
Dr. Stefan Schulte

Nomination Committee

Chair:
Dr. Nikolaus von Bomhard

Personnel Committee

Chair:
Andrea Kocsis

Strategy and Sustainability Committee

Chair:
Dr. Nikolaus von Bomhard

¹ As defined in C.6 of the German Corporate Governance Code.

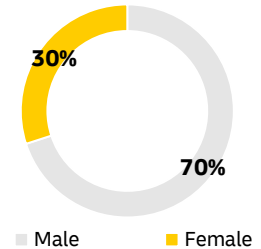


Shareholder Representatives on the Supervisory Board

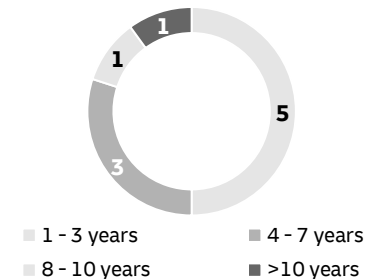
Members of the Supervisory Board	Independence ¹	Gender	Mitgliedschaft		Executive Committee	Finance & Audit Committee	Personnel Committee	Mediation Committee	Nomination Committee	Strategy and Sustainability Committee
			Statutory Supervisory Board	Comparable Bodies						
Dr. Nikolaus von Bomhard	●	M	1	1	V ²		X	V ²	V ²	V ²
Dr. Günther Bräunig	●	M	2	0						X
Dr. Mario Daberkow	●	M	0	6 ³						
Ingrid Deltenre	●	W	0	4	X		X		X	
Dr. Heinrich Hiesinger	●	M	3					X		X
Dr. Jörg Kukies	●	M	1 ³	0	X	X			X	
Simone Menne	●	W	1	2		X				
Lawrence Rosen	●	M	2 ³	1						
Dr. Stefan Schulte	●	M	0	6 ³		V ²				
Prof. Dr.-Ing. Katja Windt	●	W	1	0						

¹ Independence definition according to C.6 of the German Corporate Governance Code. ² Chair. ³ Group mandate.

Shareholder representatives by gender



Term of office of shareholder representatives



[Curriculum vitae](#)

Members of the Board of Management



**Melanie
Kreis**

Chief Financial Officer (CFO)

- Member since Oct. 2014
- Appointed until May 2027



**Dr. Frank
Appel**

Chairman of the Board (CEO)

- Member since Nov. 2002
- CEO since Feb. 2008
- Appointed until May 2023



**Dr. Thomas
Ogilvie**

Board Member for HR

- Member since Sep. 2017
- Appointed until Aug. 2025

[Curriculum vitae](#)

[2021 Annual Report](#)



**John
Pearson**

CEO
DHL EXPRESS

- Member since Jan. 2019
- Appointed until Dec. 2026



**Tim
Scharwath**

CEO DHL GLOBAL
FORWARDING, FREIGHT

- Member since June 2017
- Appointed until May 2025



**Oscar de
Bok**

CEO
DHL SUPPLY CHAIN

- Member since Oct. 2019
- Appointed until Sep. 2027



Ken Allen

CEO
DHL ECOMMERCE SOLUTIONS

- Member since Feb. 2009
- Appointed until July 2022



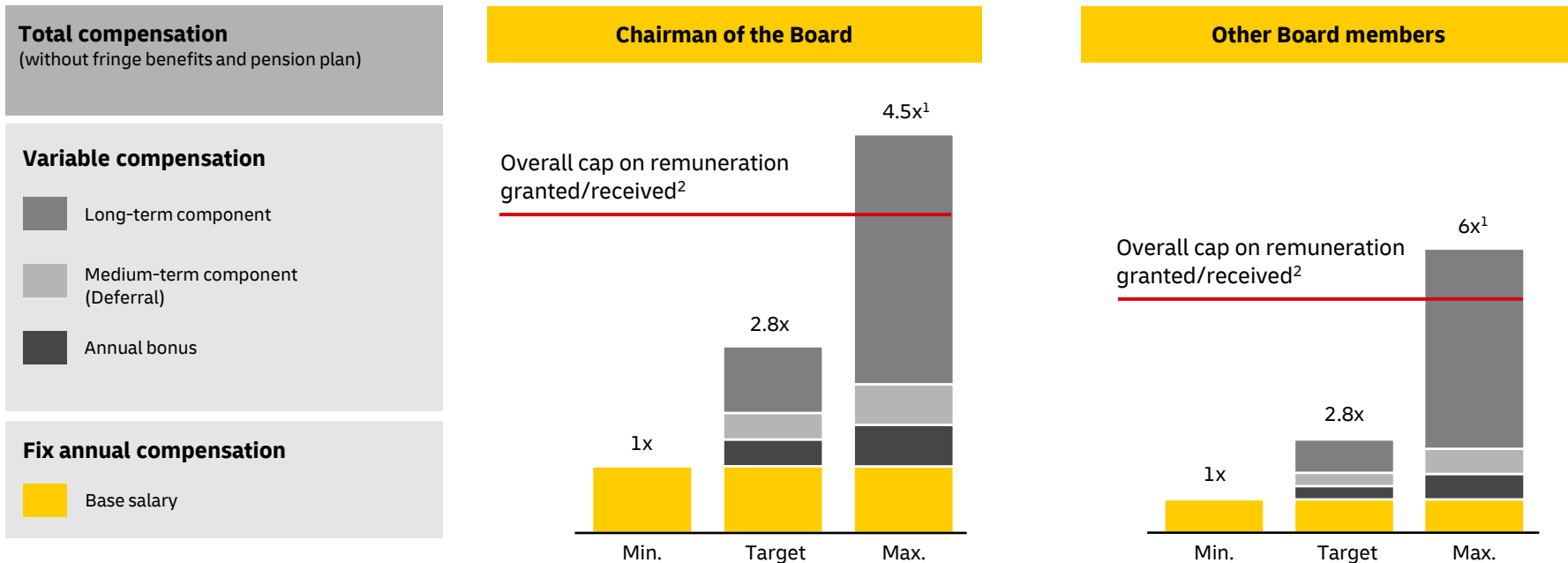
**Dr. Tobias
Meyer**

CEO
POST & PARCEL GERMANY¹

- Member since 2019
- Appointed until March 2027

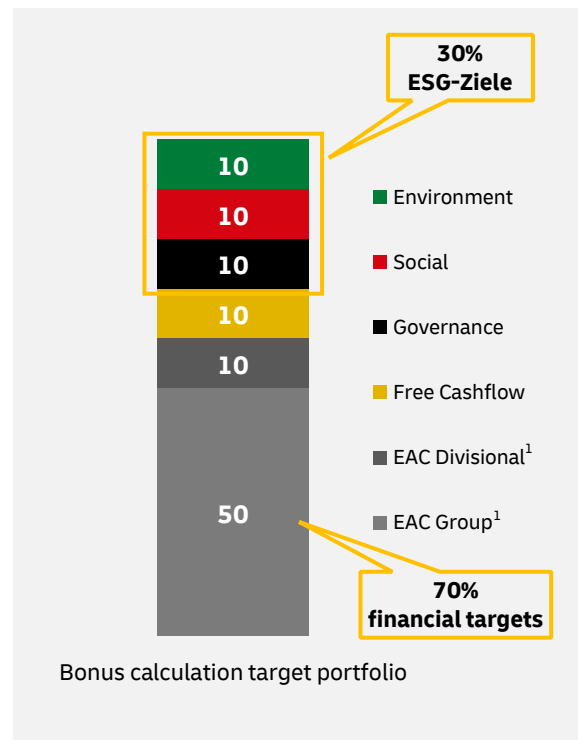
¹ Responsibilities for Global Business Services from July 2022. CEO from May 4, 2023. Nikola Hagleitner takes over as Board Member for Post & Parcel Germany from July 1, 2022.

Board of Management – 2021 Remuneration Range



¹ 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). ² From 2022.

ESG targets fully integrated into Board of Management remuneration for 2022



30% ESG targets

Environment 10 %

Realized Decarbonization Effects

Social 10 %

Employee Engagement Group-wide

Governance 10 %

Share of valid compliance training⁴ certificates in middle and upper management

Bonus payment schedule for annual bonus and deferral²

- 50% paid in current year if bonus criteria achieved
- 50% payout of achieved bonus deferred by additional two years³

¹ Weighting for the EAC of the Group is 60% for the CEO and for the Board Members for Finance and Human Resources. For the other members of the Management Board, the EAC of the Group is weighted at 50% and the EAC of the division for which they are responsible at 10%. ² Deferral. ³ Medium-term component will only be paid out if EAC target is reached during the sustainability phase, i. e. at least the cost of capital was covered. ⁴ Covers the core compliance curriculum and data protection.

Board of Management – Remuneration Long-Term Component

Cash remuneration linked to the company's share price performance

- Participation in Long-Term Incentive Plan (LTIP) requires personal investment of 10% of annual base salary
- Four-year vesting period
- Granted SARs can only be exercised if share-price based performance targets are met

1- Allocation of LTIP

**100% of annual
base salary
on grant date**

2 - Exercisable Options

SAR performance
targets

Thresholds

Number of
exercisable SARs

Performance
versus STOXX
Europe 600

+10%

1/6

+0%

1/6

Absolute increase
in share price

+25%

1/6

+20%

1/6

+15%

1/6

+10%

1/6

Board of Management – Remuneration Caps

Total caps limit the maximum annual payout	Overall cap on remuneration granted: Example 2021	Overall cap on remuneration received: Example 2022
<p>From 2021</p> <p>Remuneration granted in financial year capped to €8.15 million for CEO, €5.15 million for other Board members (including fringe benefits)</p> <p>From 2022</p> <p>Additional cap on remuneration received in a single financial year in the amount of €8.15 million for CEO, €5.15 million for other Board member (including fringe benefits)</p>	<p>Remuneration components included</p> <ul style="list-style-type: none"> • Long-Term Incentive Plan 2021 tranche • Deferral from 2021 annual bonus • Proportion of 2021 annual bonus for immediate payout • Fringe benefits 2021 • Base salary 2021 • Pension expense² 2021 	<p>Remuneration components included</p> <ul style="list-style-type: none"> • Long-Term Incentive Plan 2016/2017/2018 tranches¹ • Deferral from 2020 annual bonus • Proportion of 2022 annual bonus for immediate payout • Fringe benefits 2022 • Base salary 2022 • Pension expense² 2022

¹ The time the tranches are paid depends on when they are exercised within the two-year exercise period. ² Service cost.



Contents

1 ESG¹-ROADMAP

2 ENVIRONMENT

3 SOCIAL

4 GOVERNANCE

5 RELATED LINKS
AND CONTACTS

¹ Environment, Social, Governance.





Related links and contacts

Related links




Reporting 2021

-  [2021 Reporting Hub](#)
-  [2021 Nonfinancial statement](#)
-  [2021 Financial statements](#)
-  [2021 List of shareholdings](#)
-  [2021 ESG Statbook \(XLSX download\)](#)
-  [2021 Annual Report](#)
-  [Nonfinancial statements 2017 - 2019](#)



Further Group websites

-  [Corporate website](#)
-  [Group policies and guidelines](#)
-  [Green product portfolio](#)
-  [Divisions](#)

Future of logistics

-  [Global trade](#)
-  [DHL Innovation Center](#)
-  [Recent studies](#)

Contacts

-  [Investor Relations team](#)
-  [Press contact](#)
[Corporate Issues & Sustainability](#)